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DOD RECRUITER SURVEY

COMPARATIVE ANALYSES OF
THE 1991 AND 1989 SURVEYS

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ARMED FORCES RECRUITING STATION



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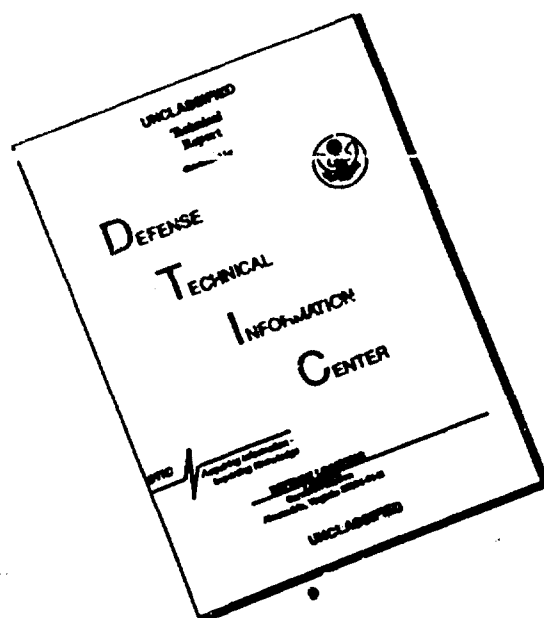
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EXECUTIVE SUMMARY

This report summarizes data from the 1989 and 1991 Department of Defense (DoD) Recruiter Surveys. These surveys were designed to measure recruiters' perceptions of recruiting policies and procedures, and other issues potentially affecting recruiters' quality of life. Because the survey was administered to a sample of active-duty recruiters in both 1989 and 1991, the report contains comparative data useful for examining the extent to which Service interventions to improve recruiter quality of life were successful. Since Reserve Component recruiters were added in the 1991 survey administration, data for this one time period are summarized; comparisons of active-duty and Reserve recruiter responses, for 1991, also are provided.

The primary purpose of the 1989 DoD Recruiter Survey was to gather baseline data on recruiters' perceptions of recruiting policies and procedures (i.e., recruiting goals, training received, family preparation for recruiting duty). It also gathered considerable demographic data (i.e., recruiters' level of education, hours worked, leave taken). This survey was mailed to 3,498 individuals, selected from the population of active-duty enlisted personnel assigned to recruiting duty. It was fielded from October through December 1989, and the response rate was 80 percent. Results were published in the report, "Military Recruiters and Their Perceptions of Recruiting Duty," Office of the Assistant Secretary of Defense (Force Management and Personnel), October 1990.

The 1991 DoD Recruiter Survey was fielded for the purpose of acquiring comparative data, so Service efforts to improve recruiters' quality-of-life could be evaluated. The majority of questions remained the same, although some new items

were added (i.e., perceptions of the effects of Operations Desert Shield and Desert Storm on recruiting, and the impact of military downsizing). In addition to active-duty recruiters, the 1991 DoD Recruiter Survey was administered to Reserve Component recruiters. The survey was mailed to 5,873 recruiters, with a response rate of 64 percent. It was fielded between October 1991 and January 1992.

Summary of Findings

The survey data suggest recruiters' quality of life improved slightly between the 1989 and 1991 surveys. For the Army and Navy, responses reflected a perceived reduction in job stress, and an increase in the level of reported job satisfaction. Marine Corps recruiter responses were positive, although some measures of job stress and satisfaction showed no change. The results for the Air Force were mixed: reports of job-related stress increased, but other factors, such as perceptions of management support and the opportunity to perform important and challenging work, were clearly positive. Overall, however, 70 percent (compared to 73 percent in 1989) of active-duty recruiters reported experiencing management-induced stress related to achieving recruiting goals, and 19 percent (compared to 22 percent in 1989) reported not receiving good management support.

In 1991, active-duty recruiters reported greater success in achieving their recruiting goals than their counterparts had in 1989. Also, they were less likely to report a paperwork burden, and were more likely to say they were recognized for their efforts. In addition, the percentages of recruiters who reported they believed recruiting improprieties occurred "frequently" or "occasionally" declined in each Service. These improvements, taken as a whole, reflect a favorable trend, although recruiting duty clearly remains a job with unique pressures and demands. The issue of long work

days has historically been a complaint of those assigned to recruiting duty and identified as a significant contributor to poor quality-of-life since it interferes with family life, taking leave, etc. In 1989, 54 percent of active-duty recruiters reported working more than 60 hours; this declined to 50 percent for 1991 respondents. This is particularly a concern for Army and Marine Corps recruiters, where 62 and 72 percent, respectively, still reported working over 60 hours per week.

Reserve Component recruiters were generally satisfied with their jobs, despite the fact they also were likely to report job stress associated with recruiting duty. Levels of stress reported by Army National Guard and Naval Reserve recruiters were comparable to active-duty recruiters, while appreciably fewer Air Force Reserve recruiters and Air National Guard recruiters reported such stress. Reserve recruiters were less likely to work more than 60 hours per week, and were more likely to report satisfaction with their jobs and their working conditions, compared to active-duty recruiters. For example, 67 percent of Reserve recruiters would elect to remain in recruiting as a next assignment, while only 33 percent of active-duty recruiters indicated they would do so.

Across all Services, and for both active-duty and Reserve Component recruiters, roughly 75 percent reported Operations Desert Shield and Desert Storm made their jobs more difficult. As might be expected, Reserve recruiters reported being more adversely affected than active-duty recruiters; also, all Components reported recruiting was most difficult during the mobilization phase, Operation Desert Shield.

Recruiters' perceptions of the effects of downsizing on recruiting were mixed. The majority of both active-duty (72 percent) and Reserve (60 percent) recruiters reported the drawdown had no impact or a positive one on attitudes of youth to enlist.

However, active-duty Army and Air Force recruiters viewed downsizing as having a more negative effect on youth propensity to enlist than recruiters in other Components. With regard to the impact of downsizing on recruiters' workload, 60 percent of active-duty recruiters reported it had no impact or a positive one, compared to 43 percent of Reserve recruiters.

Finally, while the data from the 1989-1991 surveys reveal evidence of a general improvement in recruiters' working environments across the Services and Components, the "success story" observed for Navy recruiting seems worthy of specific mention. In 1991, 81 percent of Navy recruiters reported having only 1 to 3 years of experience in recruiting (compared to 58 percent in 1989), making the Navy's recruiting force the least experienced of all the Services. Yet, 68 percent of Navy recruiters reported achieving goal in the previous 9 to 12 months (up almost 10 percent from 1989) and only 9 percent reported their recruiting goals were not achievable/market was not adequate, compared to the 22 percent of Navy respondents in 1989. In addition, 30 percent of Navy recruiters reported working 60 hours or more per week, in 1991, contrasted with 72 percent and 62 percent of Marine Corps and Army recruiters, respectively. Compared to the other active-duty Services in 1991, Navy recruiters also were least likely to experience management-induced stress related to making goal and only 29 percent reported required paperwork interfering with their efforts to achieve recruiting goals, compared to 64 percent of Army, 57 percent of Air Force and 43 percent of Marine Corps recruiters.

Conclusions

Comparisons of 1989 and 1991 survey responses suggest that Service efforts to improve active-duty military recruiting conditions and issues affecting recruiter quality-

of-life generally had a positive effect. Nevertheless, the 1991 DoD Recruiter Survey results show recruiting duty is still challenging and demanding. Clearly, Operations Desert Shield and Desert Storm had an overall negative impact on recruiting efforts. Moreover, anecdotal evidence observed since the 1991 survey administration suggests pressure on recruiters again may be rising. It will be important to monitor the impact of factors such as increased force downsizing and the transition of more military members to civilian life, reductions in recruiting budgets, decreased enlistment propensity among youth, and competition from other social programs (such as projected national service initiatives) on military recruiters during the coming years.

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CHAPTER I

BACKGROUND

In its November 13, 1989 report on the Fiscal Year (FY) 1990 DoD Appropriations Bill, the House Committee on Appropriations expressed concern regarding instances of malpractice in military recruiting. The Committee attributed these improper behaviors to the pressures recruiters experienced in their efforts to achieve recruiting goals in a competitive recruiting environment.¹

Congressional concerns regarding the effects of job-related pressures on military recruiters date back to a 1978 hearing in which the House Committee on Appropriations was alerted to a situation where a recruiter was on the "verge of a nervous breakdown" because of the extreme pressures he experienced in trying to meet his recruiting goals. Subsequent reports to the Committee confirmed that this recruiter's experiences were more the rule than the exception. Following further reviews, the Committee concluded that recruiter stress was due to factors such as long working hours, duty stations isolated from military communities, unrealistic recruiting quotas, and pressure to meet those quotas.

In its 1989 report, reflecting concerns such as these, the House Committee on Appropriations directed each of the Services to review its recruiting policies and procedures to assure recruiting objectives could be achieved while affording recruiters a quality of life comparable to that experienced by enlisted personnel performing in other occupational assignments. In addition, the FY 1990 Senate/House Conference

¹ See Appendix A for an extract of pertinent portions of the House and Conference Committee reports.

report recommended the Services take necessary steps to assure neglect of recruiters' quality of life was not permitted to continue.

In support of the Service reviews, the Directorate for Accession Policy, Office of the Assistant Secretary of Defense (Force Management and Personnel), requested the Defense Manpower Data Center (DMDC) to conduct a survey of enlisted military recruiters. The purpose was to provide a common survey for assessing relevant managerial and quality-of-life issues affecting active-duty Service recruiters. The Directorate for Accession Policy also asked DMDC to plan a follow-up survey to be administered 2 years after the initial survey.

1989 DoD Recruiter Survey

The Army, Navy, and Air Force had surveyed their recruiters within the previous few years, and the Services' surveys included topics relevant to concerns expressed by the House Committee on Appropriations. Therefore, in developing its survey instrument, DMDC drew extensively from the Services' questionnaires, modifying questions to eliminate duplication and achieve consistent language and format. Additional questions were generated from meetings with active-duty enlisted military recruiters from all 4 Services. The DMDC questionnaire addressed 3 major areas of concern: 1) Quality of Life; 2) Managerial Support; and 3) Malpractice Issues.

In the Fall of 1989, the survey was administered by mail to approximately 3,500 active-duty Service recruiters. Only those recruiters who had been in recruiting for a minimum of 1 year and were responsible for meeting recruiting goals were included in the analysis. Results of the survey were provided in the report, "Military Recruiters

and Their Perceptions of Recruiting Duty," published by the Office of the Assistant Secretary of Defense (Force Management and Personnel), October 1990.

The 1989 survey results confirmed that Congressional concerns were well-founded. They also showed significant differences among the Services in selection and management of recruiters, and in recruiter morale. Although the majority of recruiters indicated they were satisfied with military life, only the Air Force had more than 50 percent of its recruiters who reported being satisfied with their recruiting jobs. In general, recruiters indicated they thought they were performing important and challenging work, gaining useful job skills, being recognized for doing a good job, and receiving job benefits affiliated with recruiting. Nonetheless, other perceptions, though varying among the Services, clearly demonstrated that recruiting was a stressful and difficult job assignment. For example:

- Recruiters reported working long hours in their efforts to achieve recruiting goals. The majority of Army and Marine Corps recruiters reported working in excess of 60 hours per week on job-related tasks.
- Job stress was indicated by the majority of recruiters, irrespective of Service affiliation, and large percentages of recruiters from all Services indicated neither they nor their families had been adequately prepared for the demands and requirements of recruiting duty.
- Over half of all military recruiters thought improprieties occurred frequently or occasionally in their recruiting command. Supervisory pressures to make goals, combined with fear of receiving unfavorable

performance ratings, were listed as the primary causes of these improprieties.

- Although most military recruiters thought their jobs were important and challenging, less than one-third of Army, Navy, and Marine Corps recruiters indicated they would choose to remain in their recruiting jobs if given the opportunity to select another assignment.
- Air Force recruiters were almost unanimous in their perception that recruiting duty did not enhance their likelihood for promotion. Only the Marine Corps had a large percentage of its recruiters who stated they thought there were advancement opportunities stemming from their recruiting assignments.

Service Responses to Recruiter Quality-of-Life Concerns

In response to the FY 1990 DoD Appropriations Bill requirements, each of the Services conducted studies of the recruiters' work environment and modified management procedures to better support recruiters. Service-specific studies are summarized in the following section.

Army

In 1990, the United States Army Recruiting Command (USAREC) surveyed more than 2,000 Army recruiters. This survey was a follow-up to an earlier survey and was intended to track changes in Army recruiting policies and procedures. It addressed leadership and recruiter training and quality-of-life issues. Results were used

to develop training and leadership programs designed to ensure that "foxhole recruiters worked smarter, not harder." As a result, the following initiatives were implemented:

- Training was changed to emphasize specific skills recruiters needed in their jobs.
- Both recruiters and their family members were provided a more realistic preview of recruiting duty to enable them to be better prepared for its demands and requirements.
- Goaling changes from individual missions to station missions to promote more teamwork between recruiters were investigated.
- The opportunity for recruiter merit promotions was increased.

Navy

In January 1989, the Navy convened a study group consisting of members from the Navy Recruiting Command, Center for Naval Analyses, Navy Personnel Research and Development Center, Navy Military Personnel Command, and the Human Resources Research Organization to study recruiter efficiency and quality of life. In May of the same year, a second group, the "Chicago Study Group," composed of selected Recruiting Area Commanders, Area Master Chiefs, and Headquarters Staff, was convened to develop recruiting strategies for the 1990s. A 1989 survey of 3,900 recruiters provided additional information. Several policy changes resulted from these studies:

- Recruiting goals were changed from individual recruiting goals to station goals.
- Emphasis on training for the Career Recruiting Force was increased.
- Competition/incentive programs for recruiters were revised.
- The opportunity for promotion for those assigned to recruiting was increased.
- Stress management courses for recruiters were offered.
- Educational incentives for individuals enlisting in the Navy were increased (i.e., a Navy College Fund patterned after the Army College Fund, a Technical Scholarship Fund).

Marine Corps

In December 1990, the Marine Corps Commandant wrote to recruiting commanders, emphasizing the need to reduce recruiter stress by imparting values, improving training and assistance, and exercising concerned leadership. The Commandant also expressed the need to improve the quality of recruiter performance evaluations, basing them on more than "numerical attainment."

A number of changes resulted. To help curtail recruiting improprieties, training programs emphasized integrity over "quotas." Recruiting-related courses were expanded to include classes on ethics and quality control inspection procedures. To

improve recruiters' quality of life, annual recruiting requirements were changed to an 11-month year, thus providing more time for training and annual leave. Also, recruiting commanders were required to develop and maintain annual leave plans to ensure recruiting personnel had an opportunity for 30 days of leave per year.

Air Force

In 1990, the Air Force Recruiting Service analyzed data from its annual Personnel Survey, which provides information concerning recruiter living conditions, financial status, satisfaction with the job, dislikes regarding recruiting, preparation for recruiting duty, management support, and experience in making goal. These data were used to effect numerous changes in recruiting policy:

- To reduce the incidence of long-term, systematic failures of some areas, recruiting markets were realigned, moving recruiter positions from historically difficult areas to more fertile markets.
- Subordinate commanders were given more latitude in allocating goals based on their knowledge of local markets.
- Individual recruiters were encouraged to work together to reach team goals.

Other changes that were initiated relate to support and training. For example, a computer-based system that could be used by recruiters to prepare the applicant case file and perform other time-consuming, administrative tasks was developed; a competitive board process was developed to facilitate the career progression of talented

recruiters and their assignment to key command/supervisory positions; to ensure recruiters received adequate advertising support, local advertising funds were allocated to recruiting units based on local media costs; recruiters were allowed to order sales promotion items best suited for their marketplace; and finally, direct mail was handled under an Air Force Recruiting Service contract so recruiters no longer needed to do local, large-scale mailings.

1991 DoD Follow-Up Survey of Military Recruiters

To assess the impact of these changes on military recruiters, a follow-up survey of active-duty Service recruiters was conducted by DMDC in the Fall of 1991. Most questions were identical to those used in the 1989 administration, although some questions were added to assess recruiters' perceptions of their recruiting environment and the impact of Operations Desert Shield and Desert Storm on recruiting. Reserve and Guard components were included in the 1991 survey, although they had not been in the 1989 administration. The remainder of this report provides results from the 1991 DoD Recruiter Survey.

Overview of Report

Chapter II of this report provides information on the methodology of the 1989 and 1991 DoD Recruiter Surveys. This includes development of the survey instruments, sample selection, response data, survey administration, and data analysis procedures.

Chapter III provides a comparative analysis (1989 and 1991) of the characteristics of active-duty Service recruiters and their perceptions of recruiting

policies and procedures as well as their quality of life. This chapter also provides information on the changes in recruiters' perceptions regarding improprieties within their recruiting commands.

Chapter IV provides Reserve Component data that parallels the information presented in Chapter III for the active-duty Services. Since Reserve recruiters were not included in the 1989 Survey, only 1991 data are presented. Chapter V presents information on recruiters' perceptions of the impact of Operations Desert Shield and Desert Storm and downsizing on military recruiting. Chapter VI provides a summary and conclusions.

CHAPTER II

SURVEY DEVELOPMENT AND ANALYSIS

The purpose of the 1991 DoD Recruiter Survey was to evaluate changes that had occurred since administration of the 1989 DoD Recruiter Survey in recruiters' perceptions of recruiting policies and procedures, and the impact these changes had on recruiters' quality of life. To ensure meaningful comparisons could be made between data from the 1989 and the 1991 DoD Recruiter Surveys, the majority of the questions that appeared in the 1989 survey were retained in the 1991 survey. This chapter provides technical details of the development and administration of both the 1989 and 1991 surveys.

1989 DoD Recruiter Survey Development and Administration

In developing the 1989 DoD Recruiter Survey, DMDC staff reviewed questionnaires that had been used in previous surveys of military recruiters. Also, meetings were held with active-duty enlisted recruiters from all Services. Through structured interviews and recruiters' review of a draft survey form, additional recruiter concerns were identified and new questions were added to the survey form. These questions addressed recruiters' perceptions of managerial support, goal structure, training, preparation for recruiting duty, recruiter improprieties, and rewards/advancement opportunities associated with recruiting assignments.

The revised questionnaire was pre-tested with a representative group of Service recruiters. Pre-testing was conducted at the Chicago Military Entrance Processing

Station (MEPS), where large numbers of recruiters from a variety of working environments were readily available. Approximately 15 to 20 recruiters from each Service participated. The purpose of the pre-test was threefold: to determine whether questionnaire items were clearly stated and response options included an appropriate range of views, to assure the wording communicated the same meaning to recruiters from each Service, and to establish the most appropriate sequencing for the questions.²

A random sample of 3,498 individuals was selected from the population of enlisted personnel assigned to recruiting duty. Sample sizes, by Service, were determined to provide equal sampling error for each Service. Table II-1 shows the population and sample size for the 1989 survey.

TABLE II-1
RECRUITER POPULATION AND SAMPLE SIZE
FOR THE 1989 DOD RECRUITER SURVEY BY SERVICE

	1989 Population	1989 Sample Size
Army	8,040	1,000
Navy	5,102	933
Marine Corps	2,486	783
Air Force	2,485	782
Total	18,113	3,498

Surveys were mailed in October 1989, with a follow-up mailing a few weeks later. Receipt of completed questionnaires was concluded December 20, 1989. Table

² A copy of the 1989 DoD Recruiter Survey questionnaire is in Appendix B.

II-2 shows the response rates for the 1989 survey. Postal non-deliverables, those surveys returned by the Postal Service as undeliverable, were not counted in the computation of response rates. On the other hand, questionnaires returned with an indication that the addressee was no longer a recruiter, as well as those returned by neither the addressee nor the post office, were counted as "non-respondents." Results of the 1989 survey were published in 1990.³

TABLE II-2
RESPONSE RATES TO THE 1989 DOD RECRUITER
SURVEY BY SERVICE

	Sample	Non-Deliverables	Response	Response Rate*
Army	1,000	157	621	74%
Navy	933	22	743	82%
Marine Corps	783	41	578	78%
Air Force	782	119	582	88%
Total	3,498	339	2,524	80%

*The response rate is based on the number of completed survey forms received, divided by the number of forms mailed minus the postal non-deliverables (i.e., those forms that never reached recruiters).

³ "Military Recruiters and Their Perceptions of Recruiting Duty," Office of Assistant Secretary of Defense (Force Management and Personnel), October 1990.

1991 DoD Recruiter Survey Development and Administration

Between 1989 and 1991, the Services reviewed their recruiting policies and procedures, and effected changes to improve recruiter quality of life and enhance recruiter career progression. However, other events such as the Persian Gulf War, the downsizing of the military, and the reduction in recruiting advertising budgets and resources, may have placed additional pressure on military recruiters. The 1991 Recruiter Survey assessed changes in the recruiting environment between 1989 and 1991. These changes may reflect the impact of these current events on recruiters as well as Service efforts to improve military recruiting environments.

To maintain comparability between the 1989 and the 1991 Recruiter Surveys, nearly all of the questions in the earlier questionnaire were retained. However, some new questions were added to evaluate the impact of Operations Desert Shield and Desert Storm and military downsizing. The 1991 questionnaire also asked recruiters to evaluate availability of qualified enlistment prospects and cooperativeness of schools in their recruiting area.

The 1991 revised questionnaire was pre-tested with a group of recruiters from each of the Services. Because of increased interest in the Reserves following Operations Desert Shield and Desert Storm, recruiters from Reserve Components were added to the survey in 1991, and were included in the pre-test.⁴

A sample of 5,951 recruiters was selected, of which 3,211 were active duty and 2,740 were Reserve Component. As in 1989, the population of recruiters was identified through DMDC administrative records. Generally, sample sizes were determined

⁴ A copy of the questionnaire used in the 1991 Survey of Recruiters is in Appendix C.

to provide equal sampling error for each component. However, because of the relatively small number of recruiters in the Reserve Components (except for the Army National Guard), all recruiters in these components were surveyed. Recruiter population and sample sizes are shown in Table II-3.

TABLE II-3
RECRUITER POPULATION AND SAMPLE SIZE
FOR THE 1991 DOD RECRUITER SURVEY BY ACTIVE-DUTY
SERVICE AND RESERVE COMPONENTS

	1991 Population	1991 Sample Size
Active Duty		
Army	8,249	1,038
Navy	5,073	931
Marine Corps*	2,782	621
Air Force	2,242	621
Total	18,346	3,211
Reserve Component		
Army National Guard	3,858	725
Army Reserve	689	689
Naval Reserve	590	590
Air National Guard	442	442
Air Force Reserve	294	294
Total	5,873	2,740

*Marine Corps recruiters recruit for both active duty and Reserve Components.

The 1991 Recruiter Survey was mailed on October 30, 1991, with a follow-up mailing to non-respondents on December 12, 1991. Copies of the cover letters used

for the 2 mailings are in Appendix D. Survey administration closed January 27, 1992. Table II-4 shows the survey response rates for the 1991 DoD Recruiter Survey.

TABLE II-4

**RESPONSE RATES TO THE 1991 DOD RECRUITER SURVEY
BY ACTIVE-DUTY SERVICE AND RESERVE COMPONENTS**

	Sample	Non-Deliverable	Response	Response Rate*
Active Duty				
Army	1,038	276	507	67%
Navy	931	115	643	78%
Marine Corps	621	101	405	78%
Air Force	621	177	328	74%
Total	3,211	669	1,883	74%
Reserve Component				
Army National Guard	725	65	504	76%
Army Reserve	689	177	181	35%
Naval Reserve	590	171	220	53%
Air National Guard	442	31	344	84%
Air Force Reserve	294	120	142	81%
Total	2,740	564	1,390	64%

*The response rate is based on the number of completed survey forms received, divided by the number of forms mailed minus the postal non-deliverables (i.e., those forms that never reached recruiters).

For both the 1989 and 1991 DoD Recruiter Surveys, the distributions of gender, race/ethnicity, marital status, and pay-grade of respondents were compared to non-respondents to determine whether there were any notable non-response biases. The percentage distributions were similar for the respondents and non-respondents.

Consequently, respondents were presumed to be representative of the entire recruiter population.

Analysis of the Data

Both the 1989 and 1991 DoD Recruiter Surveys included responses from enlisted personnel identifying themselves as trainers, officer/enlisted recruiters, health

TABLE II-5
NUMBER OF PRODUCTION RECRUITERS
INCLUDED IN THE ANALYSIS BY SERVICE,
1991 AND 1989

	1991 Survey	1989 Survey
Active Duty		
Army	273	414
Navy	451	453
Marine Corps	274	411
Air Force	159	276
Total	1,177	1,554
Reserve Component*		
Army National Guard	348	
Naval Reserve	82	
Air National Guard	301	
Air Force Reserve	80	
Total	811	

* Army Reserve Recruiters were not included in the analysis because only 12 satisfied the selection criteria.

care professional recruiters, recruiters-in-charge/supervisors, and counselors/liaisons at MEPSs. However, results are reported only for production recruiters, i.e., those who identified themselves as officer/enlisted recruiters. In addition, only those recruiters with at least 1 year of recruiting experience were included in the analysis. Recruiters for Reserve Components were included only in the 1991 survey and, consequently, Reserve analyses are limited to that year. Moreover, since only 12 Army Reserve respondents identified themselves as production recruiters with more than a year of experience, they were not included in the analyses.⁵ Table II-5 presents the actual numbers of respondents included in the analysis.

Throughout the report, "Total" figures represent the average of the weighted responses from all recruiters from the Service components. Thus, all percentages reported reflect the responses expected if all production recruiters with at least a year of experience were included in the survey.

In the 1989 survey data analysis, questions were examined to identify those that appeared to tap approximately the same dimension. Correlation matrices and factor analysis showed some groups of questions were related empirically as well as logically. As a result, 5 composite variables were constructed and used in the 1989 analysis. The same composites were used in the 1991 data analysis.

GOAL ACHIEVEMENT measures recruiters' perceptions of how achievable their monthly goals were and how adequate their assigned market areas were for making goal.

⁵ The small number of observations for Army Reserve recruiters is due to a combination of factors. Survey questionnaires were mailed to all 689 Army Reserve recruiters identified in DMDC administrative files. Of these, only 181 responded, and all but 15 classified themselves as something other than a production recruiter. Three of the 15 had been assigned to recruiting duty for less than a year and were therefore excluded.

QUALITY OF TRAINING measures recruiters' assessments of training for their jobs in terms of quality and duration of the training.

JOB STRESS measures stress related to recruiters' efforts to make their goals (i.e., success in achieving goal had a "make or break" effect on recruiters' military careers; recruiters were pressured to continue recruiting even after reaching monthly goals; and recruiters were punished if they fell short of goals).

MANAGEMENT SUPPORT measures recruiters' responses concerning supervisor support: understood and helped them with problems; worked in a team-like arrangement with them; provided good management support; and helped them if they were having trouble making their goals.

JOB BENEFITS measures perceived benefits of recruiting duty: whether recruiters thought they were recognized for doing a good job; were developing skills that would transfer to a civilian job; and were doing work that was both important and challenging.

These composites are constructed from statements with which the respondents indicated degrees of agreement. Results are reported as the average response for all questions that constitute the composite.

CHAPTER III

ACTIVE-DUTY MILITARY RECRUITERS

The 1989 and 1991 DoD Recruiter Surveys sampled enlisted personnel who were assigned to Service recruiting commands and had recruiting responsibilities. These included recruiters identifying themselves as trainers, officer/enlisted recruiters, health care professional recruiters, recruiters-in-charge/supervisors, and counselors/liaisons at MEPSs.

This chapter focuses only on production recruiters. As in the 1989 DoD Recruiter Survey report, production recruiter analyses include only those who identified themselves as officer/enlisted recruiters and indicated they had at least 1 year of recruiting experience. Results are presented for both the 1989 and 1991 surveys, and salient differences between years and among the Services are discussed. It should be noted, however, that the Services function under different operational policies and procedures and that some of these have changed since the 1989 survey. These differences, along with other factors, presumably have an impact on the quality of recruiters' lives and on their perceptions of organizational support. The differences also may affect interpretations of responses to particular questions. For example, the number of months a respondent reports making goal may have a different meaning if goals are assigned to groups of recruiters rather than to specific individuals.

Throughout the chapter, "Total" figures represent the average of the weighted responses from all recruiters for the 4 Services. Thus, all percentages reflect the

responses expected if all production recruiters with at least 1 year of experience were included in the survey.⁶

The remainder of this chapter is divided into 3 sections. The first section addresses characteristics of recruiters: pay-grade, level of education, length of recruiting experience, and volunteer status. The second section covers recruiters' perceptions of their recruiting experiences; and the third section deals with perceptions regarding recruiting improprieties.

Table III-1

**NUMBER OF ACTIVE-DUTY PRODUCTION RECRUITERS
INCLUDED IN THE ANALYSIS BY SERVICE,
1991 AND 1989**

	1991 Survey	1989 Survey
Army	293	414
Navy	451	453
Marine Corps	274	411
Air Force	159	276
Total	1,177	1,554

⁶ Note: The 1991 Survey also included a sample of Reserve Component recruiters. Characteristics of this group are presented separately in Chapter IV since 1989 data are not available for comparisons.

SECTION A

RECRUITER CHARACTERISTICS

Pay-Grade of Personnel Assigned to Recruiting Duty

As was true in 1989, the Services continue to differ greatly in the demographic characteristics of individuals assigned to recruiting duty in 1991. As noted in Table III-2, although most recruiters are selected from the top level of their military specialties, the Marine Corps and the Air Force are more likely than the other Services to select a large percentage of junior grade personnel (46 percent of the Marine Corps and 42 percent of the Air Force in pay-grade E-4/5) for recruiting.

For all Services, the largest concentration of recruiters continues to be E-6/7 pay-grade personnel (i.e., 70 percent overall); however, since 1989, there have been marked changes in the pay-grade composition of recruiters within the Services. For example, the 1991 data show a 12-percentage point gain of Marine Corps recruiters in the E-4/5 pay-grade and an 11-percentage point decline of recruiters in the grade level of E-6/7. Although not as dramatic a change, the Army also shifted its recruiting personnel to a more junior force (i.e., an increase of 9-percentage points from the 1989 levels for E-4/5 recruiters). The Navy, on the other hand, increased its concentration of E-6/7 recruiters from 67 percent in 1989 to 75 percent in 1991, while decreasing its junior level recruiters.

TABLE III-2
PAY-GRADE OF PRODUCTION RECRUITERS
BY SERVICE, 1991 AND 1989
(Percent)

	E-4/5	E-6/7	E-8/9
Army 1991	20	78	2
1989	11	83	6
Navy 1991	19	75	6
1989	23	67	10
Marine Corps 1991	46	47	7
1989	34	58	8
Air Force 1991	42	53	5
1989	45	51	4
Total 1991	26	70	4
1989	27	66	7

Educational Status

In 1991, nearly 70 percent of Service recruiters had taken some college courses or completed a college degree (Table III-3). Very few (4 percent) military recruiters had General Education Development (GED) credentials or less. The Air Force had significantly more recruiters with a college degree or some college education (95 percent) than the other Services. The Marine Corps, Navy, and Army were more likely than the Air Force to have individuals in recruiting who had high school diplomas, but no college experience (39 percent for Marine Corps, 38 percent for the Navy, and 19 percent for Army). The Navy had the highest percentage of recruiters

TABLE III-3**LEVEL OF EDUCATION FOR PRODUCTION RECRUITERS
BY SERVICE, 1991 AND 1989
(Percent)**

	GED or Less	High School Diploma	Some College or Degree
Army 1991	0	19	81
1989	1	23	76
Navy 1991	10	38	52
1989	10	38	52
Marine Corps 1991	5	39	56
1989	4	33	63
Air Force 1991	1	4	95
1989	1	9	90
Total 1991	4	27	69
1989	4	28	68

with the least formal education (10 percent with education credentials less than or equal to a GED).

In general, the educational levels of recruiters across all Services did not change greatly from 1989 to 1991. As shown in Table III-3, the Air Force continued to have the highest concentration of recruiters with advanced educational credentials, and the percentage of Air Force recruiters in this educational category increased by 5 percentage points. The Army also showed an increase in the percentage of its recruiters with

some college or college degree credentials from 76 percent in 1989 to 81 percent in 1991.

The Marine Corps, on the other hand, showed an overall decline in the educational levels of its recruiters, with a decrease in the percentage of recruiters with some college or college degree (63 percent to 56 percent) and an increase in those with high school diplomas (33 percent to 39 percent).

Years Assigned to Recruiting Duty⁷

Although there have been policy changes to make recruiting more attractive to military personnel, recruiting duty continues to be a special duty assignment outside a normal Service career path. The majority (65 percent) of recruiters in 1991 had been actively engaged in production recruiting for 1 to 3 years, and another 20 percent had been in recruiting between 3 and 6 years (Table III-4). However, only 15 percent of the recruiters had been in their recruiting jobs for more than 6 years. The Army and Air Force had the highest percentages of recruiters (20 percent and 26 percent, respectively) who had served more than 6 years in their production recruiting assignments.

As was true in 1989, the Navy and Marine Corps continued to have the largest percentage of recruiters with the least amount of time in recruiting (81 percent and 69 percent, respectively). Conversely, the Army and Air Force had the highest percentage of individuals with 3 or more years of recruiting experience in 1991 (45 percent and 53 percent, respectively).

⁷ Analysis excludes those with less than one year of recruiting experience.

In general, recruiters' length of duty assignments in 1991 was more likely to be short-term. For example, the percentage of military recruiters with 1 to 3 years of experience in their recruiting jobs increased for all Services between 1989 and 1991, while those assigned to recruiting for 3 to 6 years decreased during the same time period. This was especially true for Navy recruiters, where the percentage of individuals who reported being in recruiting for 1 to 3 years increased from 58 percent in 1989 to 81 percent in 1991, a 23-percentage point increase.

TABLE III-4

**LENGTH OF RECRUITING DUTY FOR PRODUCTION
RECRUITERS BY SERVICE, 1991 AND 1989
(Percent)**

	1 Year, < than 3	3 to 6 Years	More than 6 Years
Army 1991	55	25	20
1989	49	33	18
Navy 1991	81	12	7
1989	58	31	11
Marine Corps 1991	69	18	13
1989	63	23	14
Air Force 1991	47	27	26
1989	43	32	25
Total 1991	65	20	15
1989	55	29	16

Volunteer Status

Across Services, half of those in recruiting in 1991 indicated they had volunteered for recruiting duty (Table III-5). By Service, however, this percentage varied greatly. All those assigned to recruiting duty in the Air Force had volunteered, whereas less than 30 percent of those assigned to recruiting duty in the Army were volunteers. With the exception of Air Force recruiters, there was a decrease from 1989 to 1991 in the percentage of Service recruiters who had volunteered for recruiting duty (61 percent to 51 percent), with the Army and Navy each showing a 4-percentage point decline and the Marine Corps having a 2-percentage point drop.

TABLE III-5

**VOLUNTEER STATUS OF PRODUCTION
RECRUITERS BY SERVICE, 1991 AND 1989
(Percent)**

	1991 Volunteers	1989 Volunteers
Army	28	32
Navy	64	68
Marine Corps	55	57
Air Force	100	100
Total	51	61

Having the opportunity to select one's job assignment is likely to contribute to overall job satisfaction. Nowhere is this more apparent than with the Army, where only 28 percent of recruiters indicated they had volunteered for their recruiting

assignments, and 41 percent were dissatisfied with their jobs. Despite the fact that all Air Force recruiters chose recruiting duty, job satisfaction levels were not as high as might be expected. Although Air Force recruiters were more satisfied with their recruiting assignments (59 percent) than recruiters from the other Services, 29 percent of these volunteer recruiters indicated they, too, were dissatisfied with their recruiting jobs.

SECTION B

PERCEPTIONS OF RECRUITING

Preparation of Recruiters' Families

The majority of recruiters surveyed in 1991 indicated they did not believe their families had been well prepared for the many demands required by their recruiting assignment (Table III-6). This perception varied by Service, with Army (63 percent), Navy (61 percent), and Marine Corps (55 percent) recruiters being more likely to hold this view than Air Force recruiters (40 percent). Approximately one-fourth of recruiters from all Services indicated they neither agreed nor disagreed with the statement that their families had been well prepared for the demands of their recruiting assignments.

These findings were consistent with those noted in 1989, although the percentage who held these negative views regarding family preparation for recruiting duty decreased somewhat across Services from 1989 to 1991. Even though the Army and Navy had the highest percentage of recruiters who reported their families had not been well prepared for the demands of their jobs, they also had the greatest decrease in these perceptions from 1989 to 1991. Army recruiters holding these views decreased from 72 percent in 1989 to 63 percent in 1991, and Navy recruiters showed a decrease from 69 to 61 percent.

There was virtually no change from 1989 to 1991 in the attitudes of Marine Corps recruiters regarding their families' preparation for the requirements associated

with recruiting duty. The Air Force was the only Service in which approximately one-third of its recruiters reported in both 1989 and 1991 that their families had been well prepared for the demands they encountered in their recruiting assignments.

TABLE III-6

**MEMBERS OF RECRUITERS' FAMILIES WELL PREPARED
FOR DEMANDS OF RECRUITING ASSIGNMENT
BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	14	23	63
1989	8	20	72
Navy 1991	14	25	61
1989	13	18	69
Marine Corps 1991	17	28	55
1989	16	28	56
Air Force 1991	35	25	40
1989	36	20	44
Total 1991	16	25	59
1989	17	21	62

Realistic Preview of Recruiting Duty

In addition to the perceptions recruiters held regarding how well their family members had been prepared for the demands of their recruiting assignments, many

recruiters indicated that they, too, believed they had not been given a realistic preview of recruiting prior to becoming recruiters (Table III-7). Most felt they had adequate training for the requirements of their jobs, but were not adequately prepared for the pressures and stress affiliated with it (58 percent for Army, 55 percent for Navy, 47 percent for Marine Corps, and 38 percent for Air Force).

TABLE III-7
RECRUITERS GIVEN REALISTIC PREVIEW
OF RECRUITING BY SERVICE, 1991 AND 1989
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	24	18	58
1989	22	16	62
Navy 1991	28	17	55
1989	28	15	57
Marine Corps 1991	37	16	47
1989	31	20	49
Air Force 1991	45	17	38
1989	47	12	41
Total 1991	29	18	53
1989	31	16	53

Within the Services, there was little change from 1989 to 1991 in recruiters' attitudes regarding how well they had been briefed about recruiting duty. The greatest

shift occurred for Marine Corps recruiters, where there was an increase in the percentage of recruiters who believed they had been given a realistic preview of their jobs (31 percent in 1989 to 37 percent in 1991).

Air Force recruiters were consistently more likely to report being realistically briefed regarding their recruiting assignments (47 percent in 1989 and 45 percent in 1991). The Army and Navy, on the other hand, continued to have the highest percentage of recruiters who reported they had not been given a realistic preview of recruiting in both 1989 and 1991.

Quality of Recruiters' Training

In 1991, approximately two-thirds of Marine Corps recruiters evaluated the quality⁸ of their job training as good (Table III-8). Although recruiters from the other Services were not as positive about the quality of their training, they were more likely to be positive than negative regarding their training and the time allocated for the training. Overall, though, 22 percent did not report receiving good training with sufficient training time.

Compared to recruiters' 1989 evaluations of their training, military recruiters were generally more positive regarding their training in 1991. An exception was Air Force recruiters, who were less likely in 1991 than in 1989 to assign good marks to their job training and training time (down from 63 to 51 percent).

⁸ Quality of training represents a composite of two questions from the Recruiter Surveys (i.e., recruiters' assessment of a) the quality of their professional training for their jobs as recruiters, and b) the adequacy of time allocated to their training).

TABLE III-8

**RECRUITERS RECEIVE GOOD TRAINING WITH SUFFICIENT
TRAINING TIME BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	44	32	24
1989	39	31	30
Navy 1991	43	30	27
1989	38	33	29
Marine Corps 1991	66	22	12
1989	58	26	16
Air Force 1991	51	31	18
1989	63	21	16
Total 1991	48	30	22
1989	48	28	24

Selection of Duty Location

In addition to differences in volunteer status across Services (i.e., Army, 28 percent volunteers; Navy, 64 percent volunteers; Marine Corps, 55 percent volunteers; and Air Force, 100 percent volunteers), there were notable differences among Services as to whether recruiters were given the opportunity to state their preference for duty locations and whether or not they received one of their choices (Table III-9).

TABLE III-9

**RECRUITERS' CHOICE OF DUTY LOCATION
BY SERVICE, 1991 AND 1989
(Percent)**

	Had Choice Got Choice	Choice Not Avail	No Choice Satisfied	No Choice Dissatisfied
Army 1991	38	42	11	9
1989	30	41	12	17
Navy 1991	53	31	9	7
1989	51	28	12	9
Marine Corps 1991	47	42	7	4
1989	50	42	6	2
Air Force 1991	57	34	5	4
1989	68	29	2	1
Total 1991	46	38	9	7
1989	48	35	9	8

In general, military recruiters were allowed to specify preferences for duty locations (84 percent). The Air Force and the Navy, however, were more likely than the Marine Corps and the Army to assign recruiters their preferred choices of duty location (57 percent for Air Force, 53 percent for Navy as opposed to 47 percent for Marine Corps and 38 percent for Army). However, from 1989 to 1991, there was a significant decline in the percentage of Air Force recruiters who reported obtaining their preferred choice (68 percent to 57 percent).

Army and Navy recruiters were more likely to indicate they had no choice in their assigned duty locations than were Marine Corps and Air Force recruiters; 20 percent Army and 16 percent Navy recruiters were not given the opportunity to express preferences for duty locations (compared to 11 percent of Marine Corps recruiters and 9 percent of Air Force recruiters). Of those recruiters who were not given a choice of duty location, 9 percent of Army recruiters stated they were dissatisfied with their assigned locations compared to 7 percent for Navy, 4 percent for Marine Corps, and 4 percent for Air Force.

For the Army, the percentage of recruiters who stated they were given a choice of their recruiting duty locations and received that choice increased by 8 percentage points from 1989 to 1991, and the percentage who indicated they had no such choice and were dissatisfied with their assigned duty locations decreased by the same amount.

Job Success

As was the case in the 1989 DoD Recruiter Survey report, this 1991 report defines recruiters as being in 1 of 3 categories of job success: "successful," defined as those recruiters who have made their goals in at least 9 months out of the past year; "moderately successful" as those who have made goals 6 to 8 months during the past year; and "unsuccessful" as those who have made goals 5 months or fewer during the past 12 months.

It should be noted that goal achievement does not have the same meaning across Services. Each Service determines a goal structure consistent with its specific requirements. Thus, differences in the percentage of recruiters reporting they achieved

their goals reflect differences in the way goals are set as well as differences in the achievements of recruiters and the groups to which they were assigned.

The Air Force and the Navy had the highest percentages of recruiters who met the "successful" criteria (71 percent and 68 percent, respectively); at the other extreme, the Army had only 46 percent of its recruiters who reported they achieved their goals 9 or more months during the past year (Table III-10). Given these findings, it is not surprising that over two-thirds of Air Force and Navy recruiters stated their goals were achievable and their markets were adequate to meet these goals,⁹ while only about half of the Army recruiters held the same optimistic views regarding goals and markets (Table III-11).

For both the 1989 and 1991 surveys, Air Force recruiters reported the highest level of success in achieving their goals, although Navy recruiters reported nearly the same level of success in 1991. The Service with the lowest level of success for both survey years was the Army, but what is encouraging is the fact that Army recruiters showed the greatest improvement from 1989 to 1991. For example, in 1989, only 23 percent of Army recruiters indicated they had achieved their recruiting goals 9 to 12 months in the past year, whereas in 1991, almost half of Army recruiters placed themselves in the "successful" category.

Over the same time period, both Marine Corps and Navy recruiters showed great improvements in their efforts to achieve recruiting goals (50 percent to 64 percent for Marine Corps recruiters and 59 percent to 68 percent for Navy recruiters).

⁹ This is a composite variable that represents recruiters' responses to two questions from the Recruiter Survey forms (e.g., the recruiters' perceptions regarding how achievable their monthly goals are and how adequate their assigned market areas are for making their goals).

TABLE III-10
MONTHS OF GOAL ACHIEVEMENT IN ONE YEAR
BY SERVICE, 1991 AND 1989
(Percent)

	5 Months or Less	6 to 8 Months	9 to 12 Months
Army 1991	17	37	46
1989	41	36	23
Navy 1991	10	22	68
1989	14	27	59
Marine Corps 1991	10	26	64
1989	22	28	50
Air Force 1991	5	24	71
1989	6	24	70
Total 1991	13	29	58
1989	22	29	49

A more optimistic picture of recruiters' markets also was noted in 1991. As shown in Table III-11, 62 percent (up 13 percentage points from 1989) of recruiters stated they thought their recruiting goals were achievable and markets were adequate to make their goals. This view was far more likely to be held by Army and Navy recruiters in 1991 than in 1989. Not surprisingly, little change was noted for Air Force recruiters since a high percentage in both 1989 and 1991 reported they believed their goals were achievable.

TABLE III-11

**RECRUITING GOALS ACHIEVABLE AND MARKET
ADEQUATE¹⁰ TO MAKE GOAL BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	52	27	21
1989	33	29	38
Navy 1991	68	23	9
1989	46	32	22
Marine Corps 1991	66	25	9
1989	53	31	16
Air Force 1991	73	16	11
1989	68	20	12
Total 1991	62	24	14
1989	48	29	23

Working Conditions

Concern regarding potentially poor working conditions prompted development of both the 1989 and the 1991 DoD Recruiter Surveys. Recruiters working long hours to achieve their recruiting goals were at the heart of many of the complaints. In 1991, the percentage of Marine Corps and Army recruiters who reported working more than

¹⁰ This is a composite variable that represents recruiters' responses to 2 questions from the Recruiter Survey (e.g., the recruiters' perceptions regarding how achievable their monthly goals are and how adequate their assigned market areas are for making their goals).

60 hours per week remained high (72 percent and 62 percent, respectively). This was a slight improvement from the percentage of Marine Corps (76 percent) and Army (68 percent) recruiters working these long hours in 1989 (Table III-12).

TABLE III-12
RECRUITERS' EXCESS HOURS WORKED
PER WEEK BY SERVICE, 1991 AND 1989
(Percent)

	1991 More than 60 Hours	1989 More than 60 Hours
Army	62	68
Navy	30	41
Marine Corps	72	76
Air Force	25	25
Total	50	54

Job Stress¹¹

Irrespective of recruiters' level of success in achieving goals and their perceptions of how achievable their goals are, most military recruiters reported they experienced management-induced job stress (i.e., pressured to continue recruiting even after they have reached their goals; fear that failure in reaching goal will adversely impact

¹¹ Job stress is a composite variable and represents recruiters' responses to 3 questions from the surveys that relate to the stress recruiters experience in their efforts to achieve recruiting goals. These questions focused on recruiters' perceptions that a) success in achieving goal would have a "make or break" effect on their military careers; b) they were pressured to continue recruiting even after having reached their monthly goals; and c) they were punished when they fell short of their goal.

their careers; or being reprimanded when they fall short of goal). This job-related stress is experienced by the majority of military recruiters, but is especially prevalent for Army and Marine Corps recruiters where 77 percent and 73 percent, respectively, indicated they experienced such stress (Table III-13).

TABLE III-13
RECRUITERS EXPERIENCE MANAGEMENT-INDUCED STRESS
RELATED TO EFFORTS TO MAKE GOAL
BY SERVICE, 1991 AND 1989
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	77	19	4
1989	84	12	4
Navy 1991	60	32	8
1989	74	22	4
Marine Corps 1991	73	20	7
1989	72	22	6
Air Force 1991	64	28	8
1989	57	31	12
Total 1991	70	24	6
1989	73	21	6

When comparing recruiters' perceptions regarding stress on the job from 1989 to 1991, Navy recruiters reported the greatest decline in job-related stress, decreasing from 74 percent in 1989 to 60 percent in 1991. Marine Corps recruiters experienced

the least amount of change in stress level, remaining both relatively stable and high from 1989 to 1991. While all Services have implemented changes in recruiting policies and procedures designed to improve the quality of life of its recruiters, only adverse effects occurred in the Air Force, where its recruiters reported experiencing more stress in 1991 than they did in 1989 (64 percent in 1991 compared to 57 percent in 1989).

Paperwork Burden Associated with Recruiting

Although the Services also have attempted to reduce the demands placed on recruiters' work schedules by cutting down on the paperwork required of recruiters, 64 percent of Army and 57 percent of Air Force recruiters continue to report that paperwork requirements interfere with their recruiting efforts (Table III-14). Navy recruiters were the least likely to report that paperwork interferes with their efforts to make goal (29 percent).

For all Services, there was a decline from 1989 to 1991 in the percentage of recruiters who thought paperwork requirements interfered with their efforts to achieve recruiting goals. The greatest improvement in this area occurred for recruiters in the Navy (37 percent in 1989 to 29 percent in 1991); Air Force (64 percent in 1989 to 57 percent in 1991); and Army (70 percent in 1989 to 64 percent in 1991). Nonetheless, more than half of Army and Air Force recruiters continue to report paperwork requirements were a problem for them in achieving their missions.

TABLE III-14

**PAPERWORK INTERFERES WITH RECRUITERS' EFFORTS
TO MAKE GOAL BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	64	26	10
1989	70	20	10
Navy 1991	29	40	31
1989	37	37	26
Marine Corps 1991	43	28	29
1989	47	31	22
Air Force 1991	57	24	19
1989	64	21	15
Total 1991	49	30	21
1989	53	28	19

Management Support

Good management support is a composite variable consisting of 4 questions on the survey. It includes recruiters' responses concerning supervisor support (e.g., supervisors understanding and helping recruiters with their problems; working in a team-like arrangement with recruiters; providing good management support to recruiters; and helping recruiters if they are having trouble making their goals).

As noted in Table III-15, approximately 60 percent of Air Force and Marine Corps recruiters indicated management supports them in their efforts to succeed on the job. Only 41 percent of Army recruiters, however, reported receiving this kind of support from supervisors.

TABLE III-15
RECRUITERS RECEIVE GOOD MANAGEMENT SUPPORT
BY SERVICE, 1991 AND 1989
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	41	38	21
1989	36	36	28
Navy 1991	52	28	20
1989	42	34	24
Marine Corps 1991	58	28	14
1989	55	29	16
Air Force 1991	62	26	12
1989	56	27	17
Total 1991	49	32	19
1989	46	32	22

The greatest improvement regarding recruiters' perceptions of management support was noted for Navy recruiters. Only 42 percent of Navy recruiters indicated they thought they received good managerial support in 1989 compared to 52 percent in 1991. It should be noted, however, across all Services, recruiters generally reported management support has increased since the 1989 survey.

On-the-Job Freedom

Other factors that relate to recruiters' level of satisfaction with their work environments are the degrees of perceived freedom they have in performing job-related tasks. About one-half of Army recruiters, and more than two-thirds of recruiters in the other Services indicated they have the freedom to personally plan their work and use their own judgments as to the best method for recruiting in their assigned areas (Table III-16).

TABLE III-16
RECRUITERS GIVEN FREEDOM TO PLAN AND
PERFORM JOB BY SERVICE, 1991 AND 1989
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	48	15	37
1989	43	20	37
Navy 1991	69	16	15
1989	62	17	21
Marine Corps 1991	74	10	16
1989	69	15	16
Air Force 1991	68	10	22
1989	68	12	20
Total 1991	61	14	25
1989	60	16	24

With the exception of the Air Force, recruiters perceived their degree of freedom increasing slightly since 1989. Air Force recruiters, who already enjoyed relatively high levels of on-the-job freedom, did not see much change from 1989 to 1991 in their freedom to plan their work and use their judgments as to the most appropriate way to achieve their goals.

Job Benefits¹²

Recruiters' views regarding the benefits associated with their assignments were generally positive. For example, 84 percent viewed their work as important and challenging; nearly 70 percent believed they were recognized for doing a good job; and 56 percent felt they were gaining useful skills from their recruiting jobs that would eventually help them in securing civilian jobs. However, only 33 percent thought their recruiting assignments had improved their chances for promotion.

In 1991, 81 percent of Marine Corps and 78 percent of Air Force recruiters indicated they were performing a job that was important and challenging; were recognized for their efforts; and were acquiring marketable skills (Table III-17). Army and Navy recruiters, on the other hand, were somewhat less confident of the benefits affiliated with recruiting; approximately two-thirds of these recruiters reported their recruiting jobs were important and the skills they were acquiring were improving their marketability.

This perception has changed significantly for Army and Navy recruiters since 1989. Only 41 percent of Army recruiters and 48 percent of Navy recruiters reported

¹² Job benefits is a composite variable consisting of recruiters' responses to questions that relate to benefits associated with their recruiting jobs (e.g., viewing their work as important and challenging; being recognized for their job efforts; and acquiring marketable skills).

there were job benefits affiliated with their recruiting jobs in 1989. In 1991, 69 percent of Army (28-percentage point increase) and 71 percent of Navy (23-percentage point increase) recruiters indicated they were performing a job that was important and challenging and that they were recognized for their efforts, and had acquired marketable skills in their recruiting assignment. The same positive shift occurred for Marine Corps recruiters over the same period, making these recruiters the most optimistic regarding the benefits affiliated with their recruiting jobs.

TABLE III-17

**JOB BENEFITS AFFILIATED WITH RECRUITING JOB
BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	69	26	5
1989	41	46	13
Navy 1991	71	24	5
1989	48	38	14
Marine Corps 1991	81	17	2
1989	68	29	3
Air Force 1991	78	19	3
1989	67	28	5
Total 1991	72	23	5
1989	55	36	9

Promotion Opportunities Associated with Recruiting

As noted in Table III-18, only the Marine Corps had a sizable percentage (48 percent) of its recruiters who thought their recruiting assignments improved their promotion opportunities. Air Force recruiters, on the other hand, were almost unanimous in their perceptions that promotion opportunities were not greater, but less, because of their recruiting assignments.

TABLE III-18

**PROMOTION OPPORTUNITIES BETTER BECAUSE OF
RECRUITING ASSIGNMENT BY SERVICE, 1991 AND 1989
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army 1991	37	30	33
1989	36	29	35
Navy 1991	27	31	42
1989	21	33	46
Marine Corps 1991	48	26	26
1989	53	23	24
Air Force 1991	14	17	69
1989	7	10	83
Total 1991	33	29	38
1989	31	25	44

In 1991, Army recruiters reported essentially the same views about promotion opportunities as they had in 1989 (i.e., approximately one-third thought their promotion opportunities had improved because of their recruiting assignments, one-third stated that it made no difference, and another one-third reported that their chances for promotion were less because of their recruiting assignments).

Navy and Air Force recruiters, both of whom had negative views in 1989 about their chances for promotion because of their recruiting jobs, became slightly more positive in 1991. Marine Corps recruiters, who were the most positive of all Service recruiters in both 1989 and 1991, also were the only recruiters who showed a decrease in their perceptions regarding the promotional advantage affiliated with their recruiting assignments (a decrease from 53 percent in 1989 to 48 percent in 1991).

Satisfaction with Recruiting

Even though more than 95 percent of Army and Air Force recruiters and over 90 percent of Navy and Marine Corps recruiters indicated they were satisfied with military life, far fewer were satisfied with their recruiting jobs (Table III-19). Nonetheless, the percentage of recruiters reporting they were satisfied with their recruiting jobs increased or remained the same across all Services between 1989 and 1991, and the percentage expressing dissatisfaction decreased during the same time frame.

Air Force recruiters were the most likely to indicate they were satisfied with their recruiting jobs (59 percent). Army recruiters, on the other hand, only had 39 percent who reported being satisfied with their recruiting jobs. About half of the Navy and Marine Corps recruiters indicated they were satisfied with recruiting. Although

TABLE III-19
RECRUITERS' SATISFACTION WITH RECRUITING
BY SERVICE, 1991 AND 1989
(Percent)

	Satisfied	Neither Satisfied/ Dissatisfied	Dissatisfied
Army 1991	39	20	41
1989	26	20	54
Navy 1991	47	19	34
1989	36	22	42
Marine Corps 1991	46	24	30
1989	46	18	36
Air Force 1991	59	12	29
1989	58	11	31
Total 1991	45	19	36
1989	40	18	42

Army continued to have the highest percentage of recruiters who reported being dissatisfied with their recruiting jobs (41 percent), Army recruiters also showed the greatest increase in the percentage of recruiters who stated they were satisfied with recruiting jobs (26 percent in 1989 to 39 percent in 1991). Navy recruiters also showed a sizeable increase from 1989 to 1991 in the percentage who were satisfied with their jobs (36 percent to 47 percent). Marine Corps and Air Force recruiters reported virtually no change in the percentage who were satisfied with their jobs,

although there was a notable shift from "dissatisfied" to "neither satisfied nor dissatisfied" for Marine Corps recruiters in 1991.

Recruiters' Choice of Next Assignment

Close to one-third of Army (30 percent), Navy (31 percent), and Marine Corps (37 percent) recruiters indicated they would choose to remain in recruiting if they had the freedom to select another assignment (Table III-20). In the Air Force, 49 percent

TABLE III-20

**RECRUITERS' CHOICE FOR NEXT ASSIGNMENT
BY SERVICE, 1991 AND 1989
(Percent)**

	Remain in Recruiting	Previous Specialty	New Specialty	Leave Service
Army 1991	30	46	22	2
1989	24	46	26	4
Navy 1991	31	52	12	5
1989	29	48	12	11
Marine Corps 1991	37	38	21	4
1989	32	40	23	5
Air Force 1991	49	27	22	2
1989	44	31	23	2
Total 1991	33	45	18	4
1989	31	43	20	6

of the 100-percent volunteer recruiting force would elect to remain in recruiting rather than move to another military specialty or leave the Air Force.

Only 4 percent of recruiters would elect to leave the Service if given a choice, and this did not differ greatly by Service. While nearly half of the Army and Navy recruiters indicated they would prefer to return to their prior occupational specialties, Air Force recruiters were almost equally divided in their preference to return to their prior military occupations or re-train for a new specialty.

SECTION C

RECRUITING IMPROPRIETIES

One of the primary reasons the Department of Defense conducted the 1989 DoD Recruiter Survey was to learn more about the House Committee on Appropriations' concern that recruiters were being forced to compromise their integrity (i.e., bending the rules) to achieve their recruiting goals. The results of the 1989 survey indicated that nearly all recruiters believed improprieties occurred to some degree in their Recruiting Commands (14 percent thought they occurred frequently, 37 percent said they occurred occasionally, and 42 percent said they occurred, but only seldom). A comparative analysis of recruiters' perceptions of improprieties in 1989 and 1991 follows.

Changes in Recruiters' Perceptions of Recruiting Improprieties

Just as recruiters varied in perceptions of their quality of life and the organizational leadership under which they functioned, they also differed in perceptions of how frequently improprieties occurred in their Recruiting Commands (Table III-21). While nearly all recruiters believed improprieties occurred, the percentages of recruiters who reported that such improprieties occurred frequently or occasionally declined between 1989 and 1991 (59 percent to 46 percent for Army recruiters; 55 percent to 44 percent for Navy recruiters; 51 percent to 38 percent for Marine Corps recruiters; and 37 percent to 33 percent for Air Force recruiters).

TABLE III-21

**RECRUITERS' PERCEPTIONS OF OCCURRENCE
OF IMPROPRIETIES IN THEIR RECRUITING COMMANDS
BY SERVICE, 1991 AND 1989
(Percent)**

	Frequently	Occasionally	Seldom	Never
Army 1991	13	33	44	10
1989	19	40	37	4
Navy 1991	8	36	46	10
1989	15	40	38	7
Marine Corps 1991	10	28	49	13
1989	13	38	41	8
Air Force 1991	8	25	59	8
1989	6	31	56	7
Total 1991	11	32	47	10
1989	14	37	42	7

The 2 most frequently mentioned explanations for occurrences of perceived improprieties were similar among the Services for recruiters responding to both the 1989 and 1991 surveys. Those reasons were recruiters being pressured by their superiors to meet goals, and fears that failure to make their goals would result in their receiving unsatisfactory performance ratings (Table III-22).

Interestingly, in 1989, recruiters' perceptions of recruiting improprieties were not related to how successful the recruiters were in achieving their goals. However, recruiters who were unsuccessful in 1991 were more likely to report they thought

TABLE III-22

**RECRUITERS' PERCEPTIONS OF FACTORS THAT CONTRIBUTE
GREATLY TO RECRUITER IMPROPRIETIES, 1991 AND 1989
(Percent)**

	Army	Navy	USMC	USAF
Factors by Year				
Pressure by Supervisors				
1991	69	59	59	49
1989	79	72	69	50
Fear of Unsatisfactory Ratings				
1991	45	34	47	42
1989	53	43	58	38
Emphasis on High Quality Applicants				
1991	35	27	40	15
1989	46	24	45	21
Unrealistic Recruiting Goals				
1991	23	15	16	9
1989	38	29	23	13
Unrealistic Moral Standards for Applicants				
1991	23	21	35	42
1989	33	32	33	36
Self-Imposed Pressures				
1991	32	29	33	30
1989	30	25	34	31
Inappropriate People Recruiting				
1991	23	37	37	21
1989	27	34	31	15
No Teamwork with Supervisors				
1991	19	24	20	17
1989	24	21	22	13
Too Little Time for Paperwork				
1991	17	9	15	20
1989	18	11	14	16

improprieties occurred frequently than were those recruiters who were successful.¹³ This was especially true for the Air Force, where 28 percent of unsuccessful recruiters stated they thought improprieties occurred frequently in recruiting compared to only 5 percent of the successful recruiters.

Army Recruiters' Perceptions of Improprieties

Recruiters were asked to review a list of potential reasons for recruiter improprieties and indicate how much they thought those reasons contributed to improprieties in their Recruiting Command. From the list presented, Army recruiters indicated the greatest contributors to improprieties were recruiters being pressured by their supervisors to make goals (69 percent indicated that this contributed greatly to improprieties); fearing that failure to make goals would result in their receiving unfavorable performance ratings (45 percent); and an emphasis being placed on the need to recruit high-quality applicants (35 percent) (Table III-22).

These were the same reasons that surfaced during the 1989 DoD Recruiter Survey. Although Army recruiters' perceptions of improprieties in recruiting remained high, the percentage who reported that selected factors contributed greatly to improper behavior declined between 1989 and 1991 for all but one of the factors (i.e., self-imposed pressures).

¹³ Unsuccessful recruiters were defined as those making their goals less than 6 months during the past 12 months and successful recruiters were defined as those making goal in at least 9 months out of the past 12 months.

Navy Recruiters' Perceptions of Improprieties

The most frequently mentioned reasons given in 1991 by Navy recruiters for the occurrence of recruiting improprieties were recruiters being pressured by their superiors to achieve their recruiting goals and inappropriate people being involved in recruiting (Table III-22). Although these factors had been identified as reasons that greatly contributed to recruiter improprieties in 1989, there was a marked decline in 1991 in the percentage of Navy recruiters who reported that pressure by superiors resulted in improprieties. In 1989, 72 percent of Navy recruiters reported pressure by superiors was a contributor to improper recruiting behavior compared to 59 percent who held this same view in 1991. A relatively high percentage of Navy recruiters also felt that the fear of receiving an unsatisfactory rating for not achieving goal contributed greatly to improper recruiter behavior (43 percent in 1989 and 34 percent in 1991).

It is interesting to note, however, that with the increasing emphasis placed on improving recruiters' quality of life and the managerial support provided to recruiters, several factors related to recruiter improprieties were more frequently mentioned in 1991 than in 1989. For example, lack of teamwork with supervisors, inappropriate people involved in recruiting, self-imposed pressures, and emphasis placed on getting high quality applicants were reported more frequently as contributors of improprieties in 1991. On the other hand, the 2 factors listed as most influential in promoting improper behavior among recruiters in 1989 (i.e., supervisor pressures and fear of unsatisfactory ratings) declined markedly in 1991.

Marine Corps Recruiters' Perceptions of Improprieties

Similarly, for Marine Corps recruiters, the most frequently mentioned reasons for improprieties occurring in their Recruiting Command were pressures they experienced from their superiors to achieve recruiting goals, and fears that failure to achieve their goals would result in their receiving unsatisfactory performance ratings (Table III-22). The percentages of Marine Corps recruiters who listed these factors as being greatly influential in contributing to improper behavior by recruiters declined by approximately 10-percentage points between 1989 and 1991.

All but one factor that had been listed as greatly influential in recruiter malpractice in 1989 declined or remained virtually the same in 1991. The exception was an increase in the percentage of Marine Corps recruiters who thought inappropriate people were involved in recruiting activities. In 1989, 31 percent of the recruiters listed this factor as contributing greatly to improprieties, but in 1991 that percentage increased to 37 percent.

Air Force Recruiters' Perceptions of Improprieties

As was true in 1989, Air Force recruiters were less likely than other Service recruiters to indicate improprieties occurred frequently or occasionally in their Recruiting Service. Those factors that had been identified as the greatest contributors to recruiter improprieties in 1989 continued to be identified in 1991 (i.e., pressure by superiors, fear of unsatisfactory ratings, and unrealistic moral standards for applicants).

Of the 9 factors that had been identified as greatly contributing to improper behavior among Air Force recruiters in 1989, all but 2 factors remained virtually the

same or had an increased percentage of recruiters who stated they were major causes of improper behavior in 1991. The 2 exceptions were the emphasis placed on securing high-quality applicants and having unrealistic recruiting goals.

Recruiters' Perceptions of Sexual Misconduct in Recruiting

Recruiters were less likely to report that sexual misconduct occurs between recruiters and applicants in their Recruiting Commands (Table III-23) than other types

Table III-23

**RECRUITERS' PERCEPTIONS OF OCCURRENCE OF
SEXUAL MISCONDUCT BETWEEN RECRUITERS AND
APPLICANTS BY SERVICE, 1991 AND 1989
(Percent)**

	Frequently	Occasionally	Seldom	Never
Army 1991	4	17	52	27
1989	3	22	52	23
Navy 1991	1	13	50	36
1989	3	17	52	28
Marine Corps 1991	2	9	43	46
1989	2	13	50	35
Air Force 1991	2	14	53	31
1989	0	11	61	28
Total 1991	3	14	50	33
1989	2	16	53	29

of improprieties. Little change occurred between 1989 and 1991 in recruiters' perceptions of sexual misconduct. With the exception of Air Force recruiters, the percentage of recruiters who believed sexual misconduct occurred frequently or occasionally between recruiters and applicants declined from 1989 to 1991. The percentage of Air Force recruiters who reported that sexual misconduct occurred frequently or occasionally increased slightly between 1989 to 1991.

CHAPTER IV

RESERVE/NATIONAL GUARD RECRUITERS

With the advent of the All Volunteer Force and emphasis on the Total Force concept, the Reserve Components (the Army National Guard, Army Reserve, Naval Reserve, Air National Guard, Air Force Reserve, and Marine Corps Reserve), have become increasingly important elements of our national defense. National Guard and Reserve forces comprise approximately 45 percent of the total force. After a decade of growth and improvement, Reserve forces now are responsible for the performance of a variety of important missions in the event of armed conflict, and for assisting the active force in meeting its peacetime requirements.

There are major differences between active and Reserve Component recruiting, primarily resulting from the unique requirements of Reserve service. Reserve recruits make a commitment for part-time duty, in contrast to the full-time obligation required of active-duty recruits. In addition to their military commitment, most Reservists are employed or in school full-time. Moreover, except when mobilized, Reserve Component members are attached to specific units in specific locations -- they serve near their home. Most Reservists are recruited from within a 50-mile radius of the unit to which they are attached.

Reserve recruiters are generally Reservists serving on active duty.¹⁴ Like recruiters for active-duty Services, they are assigned to recruit in areas other than their

¹⁴ Unlike other Services, the Marine Corps does not have a separate recruiting force for Reserves. Marine Corps recruiters recruit both active and Reserve personnel. Results for Marine Corps recruiters are reported in Chapter III.

home town. However, since new Reserve recruits return to the community, there is a stronger relationship among the recruiter, new recruits, and recruiting prospects. Thus, Reserve recruiters tend to develop a stronger relationship with the community to which they are assigned.

Because Reserve recruiting is local, meeting manpower requirements is more difficult: while recruiters for active duty draw from a national pool of potential recruits to meet specific requirements, Reserve recruiters must find people with the skills they need within a community. Furthermore, while local, active-duty recruiting goals may be adjusted to accommodate recruiters in difficult markets, such adjustment is not feasible in Reserve recruiting. Finally, the Reserve Components recruit substantially more prior-service recruits than the Active Components.

Reserve respondents were selected for inclusion in the analysis in the same way as active-duty respondents. The sample was drawn from an administrative file of enlisted Reserve/National Guard personnel. Individuals in recruiter specialties who were assigned to Recruiting Commands were included in the sample to receive questionnaires. Among the respondents, only those who identified themselves as production (officer/enlisted) recruiters or recruiters-in-charge/supervisors and who indicated they had at least 1 year of recruiting experience were included in the analysis (Table IV-1). Because only 12 Army Reserve recruiters met these criteria, Army Reserve recruiters are not included in the analyses.¹⁵ The markedly small number of observations for Army Reserve recruiters is due to a combination of factors. Survey questionnaires were mailed to all 689 Army Reserve recruiters identified in DMDC administrative files. Of these, only 181 responded, and all but 15 classified themselves

¹⁵ For information regarding the Army Reserves, see Appendix F where cross-tabulations for each question in the 1991 Recruiter Survey are given for the Reserve Components.

as something other than a production recruiter. Three of the 15 had been assigned to recruiting duty less than a year. Furthermore, since Reserve recruiters were not surveyed in 1989, this chapter presents statistics only for 1991.

As was the case for the active-duty recruiters, the Reserve/National Guard recruiters from the various Services function under very different operational policies and procedures. These differences also exist between the National Guards and the Reserves within the same Service. This tends to contribute to differences in the perceptions held by recruiters from the various Recruiting Commands.

TABLE IV-1
NUMBER OF RESERVE/NATIONAL GUARD
PRODUCTION RECRUITERS INCLUDED IN THE ANALYSIS
BY RESERVE COMPONENT, 1991

	Sample
Production Recruiters	
Army National Guard	348
Naval Reserve	82
Air National Guard	301
Air Force Reserve	80
Total	811

SECTION A

RECRUITER CHARACTERISTICS

Pay-Grade of Personnel Assigned to Recruiting Duty

Table IV-2 provides information on the pay-grade of Reserve/National Guard personnel assigned to recruiting duty. Most Reserve/National Guard recruiters were in the E-6/7 pay-grades. There were proportionately more junior grade recruiters in the Naval Reserves than in any other Reserve Component (i.e., 28 percent of the Naval Reserve recruiters were pay-grade E-4/5 personnel). For the Air Force Reserve, Army National Guard, and Air National Guard recruiters, there were more senior recruiters (26 percent of Air Force Reserve; 12 percent of Army National Guard, and 9 percent of the Air National Guard recruiters were in E-8/9 pay-grades).

TABLE IV-2

PAY-GRADE OF PRODUCTION RECRUITERS BY RESERVE COMPONENT, 1991 (Percent)

	E-4/5	E-6/7	E-8/9
Army National Guard	3	85	12
Naval Reserve	28	72	0
Air National Guard	2	89	9
Air Force Reserve	6	68	26
Total	5	83	12

Educational Status

As noted in Table IV-3, most Reserve/National Guard recruiters had taken some college courses or completed a college degree. With the sole exception of Naval Reserve recruiters, very few of these military recruiters had educational credentials equivalent to a GED or less. The Naval Reserve recruiters also were more likely than the Army or Air Force to have individuals assigned to recruiting who had high school diplomas, but no college experience (25 percent for Naval Reserves compared to 12 percent for Army National Guard, 11 percent for the Air Force Reserves, and 8 percent for the Air National Guard).

TABLE IV-3

**LEVEL OF EDUCATION FOR PRODUCTION
RECRUITERS BY RESERVE COMPONENT, 1991
(Percent)**

	GED or Less	High School Diploma	Some College or Degree
Army National Guard	4	12	84
Naval Reserve	10	25	65
Air National Guard	2	8	90
Air Force Reserve	0	11	89
Total	4	13	83

Years Assigned to Recruiting Duty¹⁶

Reserve/National Guard recruiters were more likely to have been in their recruiting assignments for longer periods of time than active-duty recruiters. For example, over 50 percent of the Reserve Component recruiters had been in their recruiting jobs for more than 6 years, and another 28 percent had been in their jobs for 3 to 6 years. For the active Service recruiters, however, as many as 65 percent had been in their recruiting jobs for less than 3 years.

Among the Reserve Components, there was a great deal of variation (Table IV-4). Over three-fourths of the Naval Reserve recruiters had been in their recruiting assignments for 6 years or less, whereas 50 percent or more of the recruiters from the other Reserve Components had more than 6 years of experience in their recruiting assignments.

TABLE IV-4
LENGTH OF RECRUITING DUTY FOR PRODUCTION RECRUITERS
BY RESERVE COMPONENT, 1991
(Percent)

	1 Year, < than 3	3 to 6 Years	More than 6 Years
Army National Guard	20	28	52
Naval Reserve	20	56	24
Air National Guard	23	18	59
Air Force Reserve	32	19	49
Total	21	28	1

¹⁶ Analysis excludes those with less than 1 year of recruiting experience.

Volunteer Status

Table IV-5 shows almost all (98 percent or more) of those assigned to recruiting duty in the Reserve/National Guard in 1991 reported they were in their jobs by choice. This differed greatly from the active Services, where approximately half of the Army, Navy, and Marine Corps recruiters indicated they had volunteered for their recruiting assignments. The active-duty Air Force recruiters were more similar to the Reserve Component recruiters, in that 100 percent had volunteered for recruiting duty.

TABLE IV-5
VOLUNTEER STATUS OF PRODUCTION
RECRUITERS BY RESERVE COMPONENT, 1991
(Percent)

	Volunteers
Army National Guard	98
Naval Reserve	100
Air National Guard	99
Air Force Reserve	100
Total	98

SECTION B

PERCEPTIONS OF RECRUITING

Preparation of Recruiters' Families

Nearly half of the Reserve/National Guard recruiters indicated that members of their families had not been well prepared by their Reserve Components for the demands and requirements of their recruiting jobs (Table IV-6). By Reserve Component, 52 percent of Army National Guard recruiters and 44 percent of Naval Reserve recruiters indicated their families had not been well prepared for their recruiting assignments. The opposite was true for Air Force Reserve recruiters and Air National Guard recruiters where 51 percent and 41 percent, respectively, indicated they

TABLE IV-6

**MEMBERS OF RECRUITERS' FAMILIES WELL
PREPARED FOR DEMANDS OF RECRUITING ASSIGNMENT
BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	27	21	52
Naval Reserve	26	30	44
Air National Guard	41	28	31
Air Force Reserve	51	26	23
Total	30	23	48

thought members of their families had been well prepared for the many demands and requirements of recruiting duty. Finally, compared to active-duty recruiters, Reserve recruiters were more likely to indicate their families were prepared for the demands of a recruiting assignment (30 percent of Reserve recruiters versus 16 percent of active-duty recruiters).

Realistic Preview of Recruiting Duty

Reserve/National Guard recruiters were much more positive in their assessment of their own preparation for recruiting duty than were active-duty Service recruiters (56 percent of Reserve recruiters versus 29 percent of active-duty recruiters).¹⁷ Nearly three-fourths of Air Force Reserve recruiters, approximately two-thirds of Air National Guard recruiters, and over half of Army National Guard and Naval Reserve recruiters reported they were given a realistic preview of the demands and requirements of their recruiting jobs prior to entering their assignments (Table IV-7). However, over one-fourth of the Army National Guard and Naval Reserve recruiters indicated they had not received a realistic outlook prior to entering their recruiting jobs.

Quality of Recruiters' Training¹⁸

For all Reserve Components, approximately 60 percent indicated they had received "good" training for their recruiting assignments and that sufficient time had been allocated for that training (Table IV-8). Only 17 percent disagreed that their

¹⁷ Among the active Services, only 24 percent of Army recruiters, 28 percent of Navy recruiters, 37 percent of Marine Corps recruiters, and 45 percent of Air Force recruiters indicated that they had been given a realistic preview of recruiting prior to entering their recruiting jobs.

¹⁸ Quality of training represents a composite of two questions from the Recruiter Survey (i.e., recruiters' assessment of 1) the quality of their professional training for their jobs as a recruiter, and 2) the adequacy of the time allocated to their training).

TABLE IV-7**RECRUITERS GIVEN REALISTIC PREVIEW
OF RECRUITING BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	55	18	27
Naval Reserve	52	21	27
Air National Guard	63	17	21
Air Force Reserve	74	11	15
Total	56	18	26

TABLE IV-8**RECRUITERS RECEIVE GOOD TRAINING WITH SUFFICIENT
TRAINING TIME BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	59	24	17
Naval Reserve	62	22	16
Air National Guard	57	23	20
Air Force Reserve	60	21	19
Total	59	24	17

training was good and the time allocated to it was adequate, and another one-fourth were neutral with respect to their training and training time. There was little variation by Service on these issues. Compared to active-duty recruiters, Reserve recruiters were somewhat more likely to report receiving good training (59 percent of Reserve recruiters versus 48 percent of active-duty recruiters)

Job Success

Reserve/National Guard recruiters were classified into 1 of 3 categories of success: "successful" defined as those recruiters who made their goals in at least 9 months out of the past year; "moderately successful" as those who made their goals 6 to 8 months during the past year; and "unsuccessful" as those who made goal 5 months or fewer during the past 12 months.

Naval Reserve and Air Force Reserve had the highest percentages of recruiters who met the "successful" criteria (86 percent and 75 percent, respectively), while 53 percent of Air National Guard recruiters and 57 percent of Army National Guard recruiters reported achieving their goals 9 or more months during the previous year (Table IV-9). Although there were some variations across Services and time periods, there was virtually no difference between Reserve and active-duty recruiters at the 9- to 12-month mark (59 percent Reserve recruiters had achieved goal compared to 58 percent active-duty recruiters).

Given these findings, it is not surprising that over 60 percent of Navy and Air Force recruiters stated their goals were achievable and their markets were adequate to meet these goals, while only about half of Army National Guard recruiters held this same optimistic view regarding goals and markets (Table IV-10). Even though about

TABLE IV-9

**MONTHS OF GOAL ACHIEVEMENT IN
ONE YEAR BY SERVICE, 1991
(Percent)**

	5 Months or Less	6 to 8 Months	9 to 12 Months
Army National Guard	19	24	57
Naval Reserve	3	11	86
Air National Guard	23	24	53
Air Force Reserve	10	15	75
Total	18	23	59

half of Air National Guard recruiters were in the successful category, nearly two-thirds stated their recruiting goals were achievable and the markets were adequate to meet these goals. Overall, Reserve recruiters were somewhat less enthusiastic about how achievable their goals were and the adequacy of the market to achieve these goals than were their active-duty counterparts. Fifty-three percent of Reserve recruiters agreed their goals were achievable and the market was adequate, compared to 62 percent of active-duty recruiters.

Working Conditions

Concerns regarding recruiter quality-of-life issues prompted the administration of the 1989 and 1991 DoD Recruiter Surveys, and data from both surveys corroborated the perception that recruiters were working long hours to achieve their recruiting goals and failing to take annual leave. Although there were fairly significant differences

TABLE IV-10
RECRUITING GOALS ACHIEVABLE AND MARKET ADEQUATE¹⁹ TO
MAKE GOAL BY RESERVE COMPONENT, 1991
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	50	25	25
Naval Reserve	61	21	18
Air National Guard	64	24	12
Air Force Reserve	65	28	7
Total	53	25	22

across Services, 50 percent of active-duty recruiters reported working more than 60 hours per week. In comparison, 23 percent of the Reserve Component recruiters reported they worked more than a 60-hour week (Table IV-11). Finally, approximately half of Reserve/National Guard recruiters stated they had been prevented from taking earned annual leave. Furthermore, as many as 42 percent of Naval Reserve recruiters reported taking 7 days or less of annual leave over the past 12 months.

¹⁹ This is a composite variable that represents recruiters' responses to two questions from the Recruiter Survey (i.e., the recruiters' perceptions regarding how achievable their monthly goals are and how adequate their assigned market areas are for making their goals).

Job Stress²⁰

Irrespective of the Reserve/National Guard recruiters' level of success in achieving goals and their perceptions of how achievable those goals were, most of the Naval Reserve (75 percent) and Army National Guard (66 percent) recruiters reported experiencing job-related stress (Table IV-12). This stress was related to perceptions that they were pressured to continue recruiting even after they had reached their goals or being reprimanded when they fell short of goal. This job stress also was experienced by nearly half of Air Force Reserve recruiters. Air National Guard recruiters were the least likely to experience job-related stress (34 percent). Overall, Reserve recruiters reported somewhat less management-induced stress related to achieving goals than active-duty recruiters (62 percent of Reservists versus 70 percent of active-duty recruiters).

TABLE IV-11

**RECRUITERS' EXCESS HOURS WORKED
PER WEEK BY RESERVE COMPONENT, 1991
(Percent)**

	More than 60 hours/week
Army National Guard	25
Naval Reserve	24
Air National Guard	12
Air Force Reserve	17
Total	23

²⁰ Job stress is a composite variable and represents recruiters' responses to 3 questions from the Recruiter Survey that relate to the stress recruiters experience in their efforts to achieve recruiting goals. These questions focused on recruiters' perceptions that a) success in achieving goal would have a "make or break" effect on their military careers; b) they were pressured to continue recruiting even after having reached their goals; and c) they were punished when they fell short of their goal.

TABLE IV-12

**RECRUITERS EXPERIENCE MANAGEMENT-
INDUCED STRESS RELATED TO EFFORTS TO MAKE
GOAL BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	66	29	5
Naval Reserve	75	20	5
Air National Guard	34	42	24
Air Force Reserve	49	42	9
Total	62	30	8

Paperwork Burden Associated with Recruiting

Approximately half of Air National Guard, Air Force Reserve, and Naval Reserve recruiters reported that paperwork requirements interfered with their recruiting efforts (Table IV-13). Army National Guard recruiters were the least likely to report paperwork burden (38 percent). Compared to active-duty recruiters, a somewhat smaller percentage of Reserve recruiters reported that paperwork interfered with their recruiting efforts (41 percent of Reserves versus 49 percent of active-duty recruiters).

TABLE IV-13

**PAPERWORK INTERFERES WITH RECRUITERS' EFFORTS
TO MAKE GOAL BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	38	38	24
Naval Reserve	50	33	17
Air National Guard	55	23	22
Air Force Reserve	54	24	22
Total	41	36	23

Management Support

For purposes of this report, good management support is defined as a composite variable consisting of responses to 4 survey questions. It includes recruiters' responses concerning supervisor support (e.g., supervisors understanding and helping recruiters with their problems; working in a team-like arrangement with recruiters; providing good management support to recruiters; and helping recruiters if they are having trouble making their goals).

As shown in Table IV-14, nearly three-fourths of Air Force Reserve, two-thirds of Air National Guard, and one-half of Naval Reserve recruiters indicated management supports them in their efforts to succeed on the job. Forty-three percent of Army National Guard recruiters reported receiving this kind of support from supervisors. These results were fairly comparable to active-duty recruiter survey findings.

TABLE IV-14**RECRUITERS RECEIVE GOOD MANAGEMENT
SUPPORT BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	43	33	24
Naval Reserve	50	30	20
Air National Guard	62	24	14
Air Force Reserve	70	16	14
Total	47	31	22

On-the-Job Freedom

Other managerial factors that have an impact on recruiters and the level of satisfaction they have with their work are the degrees of perceived freedom in performing job-related tasks. Eighty-five percent of Reserve Component recruiters, compared to approximately 60 percent of the active-duty recruiters, indicated they have the freedom to personally plan their work and use their own judgments as to the best method for recruiting in their assigned areas (Table IV-15). Eight percent of Reserve recruiters reported not having this freedom.

TABLE IV-15

**RECRUITERS GIVEN FREEDOM TO PLAN
AND PERFORM JOB BY RESERVE COMPONENT, 1991
(Percent)**

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	85	7	8
Naval Reserve	85	6	9
Air National Guard	85	7	8
Air Force Reserve	85	6	9
Total	85	7	8

Job Benefits²¹

Given the fact that virtually all Reserve Component recruiters volunteered for their recruiting assignment, and most had been in their recruiting jobs for more than 3 years, it was not surprising to note that these recruiters had very positive outlooks regarding the rewards affiliated with their jobs. As many as 86 percent of Air Force Reserve, 74 percent of Army National Guard, 71 percent of Air National Guard, and 68 percent of Naval Reserve recruiters indicated they thought they were performing a job that was important and challenging; were recognized for their efforts;

²¹ Job benefits is a composite variable consisting of recruiters' responses to questions that relate to benefits associated with their recruiting jobs (i.e., viewing their work as important and challenging; being recognized for their job efforts; and acquiring marketable skills).

and were acquiring marketable skills in the performance of their recruiting jobs (Table IV-16). These findings were comparable to those obtained for active-duty recruiters.

TABLE IV-16
JOB BENEFITS AFFILIATED WITH RECRUITING
JOBS BY RESERVE COMPONENT, 1991
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	74	25	1
Naval Reserve	68	32	0
Air National Guard	71	28	1
Air Force Reserve	86	14	0
Total	74	25	1

Promotion Opportunities Associated with Recruiting

Reserve recruiters' positive perceptions regarding the importance of their recruiting jobs did not appear to be strongly related to their views that performing their jobs well would improve their promotion opportunities (Table IV-17). For example, only 9 percent of Naval Reserve recruiters agreed their promotion opportunities improved because of their recruiting assignments. Interestingly, 27 percent of their active-duty Navy counterparts reported positive perceptions of promotion opportunities. Only Air Force Reserve and Army National Guard had a sizeable percentage (54 percent and 44 percent, respectively) of recruiters who thought their recruiting

assignment improved their promotion opportunities; Army and Air Force active-duty recruiters had less favorable outlooks (37 and 14 percent, respectively).

TABLE IV-17
PROMOTION OPPORTUNITIES BETTER BECAUSE OF
RECRUITING ASSIGNMENT BY RESERVE COMPONENT, 1991
(Percent)

	Agree	Neither Agree/ Disagree	Disagree
Army National Guard	44	27	29
Naval Reserve	9	31	60
Air National Guard	26	29	45
Air Force Reserve	54	22	24
Total	40	24	33

Satisfaction with Recruiting

In general, the majority of Reserve Component recruiters reported they were satisfied with their recruiting jobs (Table IV-18). This level of satisfaction did vary somewhat by Component. For example, Air Force Reserve and Air National Guard recruiters were more likely to report being satisfied with their recruiting assignments (92 and 90 percent, respectively) than were Naval Reserve and Army National Guard recruiters (80 and 75 percent, respectively).

Reserve recruiters were far more satisfied with their recruiting jobs than active-duty recruiters. For example, 39 percent of Army recruiters were satisfied compared to

75 percent of Army National Guard recruiters. Overall, 45 percent of active-duty recruiters were satisfied with their recruiting jobs compared to 77 percent of the Reserve recruiters.

TABLE IV-18
RECRUITERS' SATISFACTION WITH
RECRUITING BY RESERVE COMPONENT, 1991
(Percent)

	Satisfied	Neither Satisfied/ Dissatisfied	Dissatisfied
Army National Guard	75	12	13
Naval Reserve	80	18	2
Air National Guard	90	7	3
Air Force Reserve	92	5	3
Total	77	12	11

Recruiters' Choice of Next Assignment

Given the fact most Reserve Component recruiters were satisfied with their recruiting jobs and almost all were in their recruiting assignments by choice, it is not surprising that 60 percent of Naval Reserve recruiters and 66 percent of Army National Guard recruiters would choose to remain in their recruiting jobs, if they had the freedom to select another assignment (Table IV-19). About 36 percent of Naval Reserve recruiters and 29 percent of Army National Guard recruiters reported they would prefer to return to a previous military specialty or select a completely new specialty. As noted previously, this might be because 62 percent, overall, reported

experiencing stress related to making recruiting goals and almost one-fourth reported working more than 60 hours per week.

Compared to active-duty recruiters, however, Reserve recruiters were more positive about remaining in their assignments. For example, although 67 percent of Reserve recruiters would elect to remain in recruiting, only 33 percent of active-duty recruiters indicated they would do so.

TABLE IV-19
RECRUITERS' CHOICE FOR NEXT
ASSIGNMENT BY RESERVE COMPONENT, 1991
(Percent)

	Remain in Recruiting	Previous Specialty	New Specialty	Leave Service
Army National Guard	66	14	15	5
Naval Reserve	60	23	13	4
Air National Guard	78	5	15	2
Air Force Reserve	89	3	6	2
Total	67	14	15	4

SECTION C

RECRUITING IMPROPRIETIES

With reference to questions regarding recruiting improprieties, Reserve Component recruiters had similar views as active-duty recruiters. As many as 42 percent indicated they believed recruiting improprieties occurred frequently or occasionally in their Recruiting Commands, compared to 43 percent of active-duty recruiters (Table IV-20).

Table IV-20

**RECRUITERS' PERCEPTIONS OF OCCURRENCE
OF IMPROPRIETIES IN THEIR RECRUITING COMMAND
BY RESERVE COMPONENT, 1991
(Percent)**

	Frequently	Occasionally	Seldom	Never
Army National Guard	10	37	46	7
Naval Reserve	11	29	51	9
Air National Guard	5	16	42	37
Air Force Reserve	5	28	51	16
Total	9	33	46	12

The most frequently mentioned explanation for the incidence of perceived improprieties across all Reserve/National Guard recruiters was pressure that supervisors placed on recruiters to achieve their recruiting goals (Table IV-21). This was especially true for Naval Reserve and Army National Guard recruiters, where 72 and 61 percent, respectively, indicated that pressure by superiors contributed greatly to

Table IV-21

**RECRUITERS' PERCEPTIONS OF FACTORS THAT CONTRIBUTE
GREATLY TO RECRUITER IMPROPRIETIES, 1991
(Percent)**

	Army NG*	Naval Reserve	Air NG*	Air Force Reserve
Pressure by Superiors	61	72	38	46
Fear of Unsatisfactory Ratings	29	41	21	22
Emphasis of High-Quality Applicants	22	23	14	17
Unrealistic Recruiting Goals	32	27	26	28
Unrealistic Moral Standards for Applicants	35	20	25	28
Self-Imposed Pressures	32	22	26	39
Inappropriate People Recruiting	26	30	22	30
No Teamwork with Supervisors	21	18	21	16
Too Little Time for Paperwork	15	11	20	20

* NG = National Guard

recruiter improprieties. This paralleled the findings for active-duty recruiters, where 69 percent of Army recruiters and 59 percent of Navy recruiters indicated they thought recruiting improprieties occurred, and that supervisory pressure to make goal was the greatest contributor.

Army National Guard Recruiters' Perceptions of Improprieties

The Reserve/National Guard recruiters were asked to review the same list of potential reasons for recruiter improprieties as the active-duty recruiters, and to indicate how much they thought these reasons contributed to improprieties in their Recruiting Commands. Of the statements presented, Army National Guard recruiters indicated the greatest contributors to improprieties were recruiters being pressured by their supervisors to make goal (61 percent indicated that this contributed greatly to improprieties). Of all other factors listed, none were viewed by Army National Guard recruiters as nearly as influential in contributing to malpractice as pressure from supervisors (Table IV-21).

Naval Reserve Recruiters' Perceptions of Improprieties

Pressure from superiors to achieve recruiting goals also was the most frequently mentioned reason given in 1991 by Naval Reserve recruiters for the occurrences of improprieties in recruiting (Table IV-21). Nearly three-fourths of Naval Reserve recruiters indicated this factor contributed greatly to the incidence of recruiter malpractice.

Air National Guard Recruiters' Perceptions of Improprieties

Air National Guard recruiters were less likely than other Reserve Component recruiters to believe recruiter improprieties occur frequently or occasionally in their Recruiting Command: 21 percent compared to 33 percent of Air Force Reserve recruiters, 40 percent of Naval Reserve recruiters, and 47 percent of Army National Guard recruiters. (Table IV-20). However, the most influential factor given by Air National Guard recruiters for these improprieties was the same as that listed for other Reserve recruiters, i.e., 38 percent reported that being pressured by supervisors to achieve goals contributed greatly to recruiting improprieties.

Air Force Reserve Recruiters' Perceptions of Improprieties

More than two-thirds of Air Force Reserve recruiters believed recruiter improprieties occur only seldom or not at all in their Recruiting Service. However, 46 percent indicated improprieties that did occur were related to recruiters being pressured by their supervisors to make goal. Again, this was the most frequently mentioned reason by all Reserve Component recruiters for recruiting improprieties.

Recruiters' Perceptions of Sexual Misconduct in Recruiting

Reserve/National Guard recruiters were somewhat less likely to report that sexual misconduct occurred between recruiters and applicants than other types of improprieties (Table IV-22). A large percentage of these recruiters indicated sexual misconduct never occurs (i.e., 74 percent for the Air National Guard; 51 percent for the Naval Reserve; 50 percent for the Air Force Reserve; and 44 percent for the Army National Guard). These findings are comparable to those obtained for active-duty

recruiters, where 83 percent (versus 88 percent for Reserve recruiters) reported sexual misconduct seldom or never occurred between recruiters and applicants.

Table IV-22

**RECRUITERS' PERCEPTIONS OF OCCURRENCE OF
SEXUAL MISCONDUCT BETWEEN RECRUITERS AND APPLICANTS
BY RESERVE COMPONENT, 1991
(Percent)**

	Frequently	Occasionally	Seldom	Never
Army National Guard	1	12	43	44
Naval Reserve	0	5	44	51
Air National Guard	1	4	21	74
Air Force Reserve	1	13	36	50
Total	1	11	40	48

CHAPTER V

IMPACT OF CURRENT EVENTS ON RECRUITING

In August 1990, Iraq invaded Kuwait, and the United States moved from peacetime to a war-readiness state when President Bush deployed United States military personnel to the Persian Gulf in Operation Desert Shield. Preparation for military conflict required massive mobilization of troops including the call-up of Reservists. On January 16, 1991, the United States began Operation Desert Storm, waging an air campaign against Iraq and bracing itself for a ground war in which American casualties were expected to be high. Fortunately, the Iraqi troops were defeated quickly after the ground war began, and the United States and its allies suffered few casualties. Both pride and patriotism were high following the conclusion of the war on February 28, 1991.

Prior to Operations Desert Shield and Desert Storm, the disintegration of the Soviet Union and the Warsaw Pact brought an end to the Cold War. Consequently, in the Spring of 1989, the Defense Department initiated plans to downsize the military, decreasing the number of men and women on active duty from 2.1 million to 1.645 million by the end of 1995.

Questions were added to the 1991 survey to assess the impact of these events on recruiters. Section A reports results related to Operations Desert Shield and Desert Storm; Section B reports results related to the downsizing.

SECTION A

IMPACT OF DESERT SHIELD/DESERT STORM²² ON RECRUITING

To assess the impact of Operations Desert Shield and Desert Storm and of the downsizing of the military on recruiting, a number of new questions were included in the 1991 Recruiter Survey.²³ Recruiters were asked to evaluate the difficulty of recruiting during mobilization, during the war, and after the war. Recruiters who reported they lost qualified applicants during this time were asked why these applicants lost interest in military service. Recruiters also were asked to evaluate the impact of downsizing on youth attitudes toward enlisting and on their own workloads. This Section presents the results of those questions.

Active-Duty Recruiters²⁴

The majority of active-duty recruiters indicated Operations Desert Shield and Desert Storm had a negative impact on their recruiting efforts (76 and 70 percent reported Operations Desert Shield and Desert Storm, respectively, made recruiting more difficult.) There were, however, differences in these perceptions across Services as well as differences in perceptions regarding the impact of Desert Shield and Desert Storm. Table V-1 provides information on recruiters' assessment of the impact of these events on recruiting.

²² Operation Desert Shield refers to the military mobilization of troops and equipment to the Persian Gulf in preparation for military conflict. Operation Desert Storm refers to the Persian Gulf War.

²³ The 1991 DoD Recruiter Survey was fielded from October 1991 to January 1992.

²⁴ The analysis includes only those active-duty recruiters who were responsible for achieving goal (production recruiters), and had been in their recruiting job for at least 1 year.

TABLE V-1
IMPACT OF OPERATIONS DESERT SHIELD AND
DESERT STORM ON ACTIVE-DUTY RECRUITERS
(Percent)

	Job Easier	Job More Difficult
DESERT SHIELD		
Army	12	79
Navy	17	78
Marine Corps	23	65
Air Force	11	79
Total	15	76
DESERT STORM		
Army	11	79
Navy	29	65
Marine Corps	32	56
Air Force	26	64
Total	21	70

Recruiters also were asked why they lost qualified applicants during Operations Desert Shield and Desert Storm. As noted in Table V-2, the most common reasons given by recruiters for loss of qualified applicants were young people's fear of combat (59 percent); "wait and see" attitudes regarding what would happen as a result of the United States involvement in this military build-up and war (55 percent); and the advice these young people received regarding enlistment in the Military Services from family, friends, and teachers (52 percent). On the other hand, few recruiters reported

that schools were not cooperative or that the communities were not supportive of their recruiting efforts.

TABLE V-2

**REASONS WHY ACTIVE-DUTY RECRUITERS THOUGHT
THEY LOST QUALIFIED APPLICANTS, 1991**

(Percent)

	Army	Navy	USMC	USAF	Total
Uncooperative Schools	9	7	9	9	8
Lack Community Support	6	5	4	4	5
Advice of Family, Friends	58	46	51	49	52
Fear of Combat	67	51	58	48	59
"Wait and See" Attitude	58	51	54	57	55

Reserve/National Guard Recruiters²⁵

The majority of the Reserve Component recruiters also indicated they thought Operations Desert Shield (82 percent) and Desert Storm (79 percent) had an adverse impact on their recruiting efforts. As noted in Table V-3, the percentage of recruiters

²⁵ The analysis includes only those Reserve/National Guard recruiters who were responsible for achieving goal (production recruiters), and had been in their recruiting job for at least 1 year.

who reported that these events made recruiting more difficult varied very little among Reserve Components.

TABLE V-3
IMPACT OF OPERATIONS DESERT
SHIELD AND DESERT STORM ON
RESERVE/NATIONAL GUARD RECRUITERS
(Percent)

	Job Easier	Job More Difficult
DESERT SHIELD		
Army National Guard	12	81
Naval Reserve	7	87
Air National Guard	5	88
Air Force Reserve	7	85
Total	11	82
DESERT STORM		
Army National Guard	15	77
Naval Reserve	9	86
Air National Guard	10	83
Air Force Reserve	8	83
Total	14	79

Reserve/National Guards recruiters were asked why they lost qualified applicants during Operations Desert Shield and Desert Storm (Table V-4). The primary reason given was the attitude of young people to "wait and see" what would happen as a result of the United States' involvement in this military mobilization and

TABLE V-4

**REASONS WHY RESERVE/NATIONAL GUARD RECRUITERS
THOUGHT THEY LOST QUALIFIED APPLICANTS, 1991
(Percent)**

	Army NG*	Naval Reserve	Air NG*	Air Force Reserve	Total
Uncooperative Schools	15	1	10	3	13
Lack Community Support	3	1	1	1	3
Advice of Family, Friends	60	48	55	40	57
Fear of Combat	48	59	47	48	49
"Wait and See" Attitude	67	57	73	68	67

* NG = National Guard

war (67 percent). A high percentage of recruiters also indicated that the lack of qualified applicants was related to the influence and advice of family, teachers, and friends (57 percent), as well as the fear applicants had with respect to combat (49 percent).

SECTION B

IMPACT OF DOWNSIZING ON RECRUITING

With the conclusion of the Persian Gulf War, DoD continued with earlier initiatives to downsize the military. Recruiters were asked to assess the impact of downsizing on both youth attitudes toward enlistment and their own workload. This section presents the results of those questions.

Active-Duty Recruiters

The majority of active-duty recruiters (59 percent) reported that the force drawdown had no impact on the attitudes of youth toward enlistment (Table V-5). Additionally, 13 percent thought downsizing had a positive impact, while 28 percent believed it had a negative impact. However, 37 percent of Army recruiters and 41 percent of Air Force recruiters thought downsizing had a negative impact on the attitudes of youth toward enlisting in the military.

Although the majority of recruiters indicated downsizing had no impact on youth attitudes toward enlistment, 40 percent of the recruiters indicated downsizing had a negative impact on their efforts to achieve recruiting goals. This was especially true for Air Force recruiters (54 percent reported downsizing had a negative impact on their recruiting efforts) and Army recruiters (47 percent held this same view).

TABLE V-5

**ACTIVE-DUTY RECRUITERS' PERCEPTIONS OF
IMPACT OF MILITARY DOWNSIZING ON ATTITUDES
TOWARD ENLISTMENT AND THEIR WORKLOAD, 1991
(Percent)**

	Positive Impact	No Impact	Negative Impact
ATTITUDES OF YOUTH			
Army	11	52	37
Navy	19	64	17
Marine Corps	13	71	16
Air Force	7	52	41
Total	13	59	28
RECRUITERS' WORKLOAD			
Army	15	38	47
Navy	26	45	29
Marine Corps	28	38	34
Air Force	10	36	54
Total	20	40	40

Reserve/National Guard Recruiters

As noted in Table V-6, over half of the Reserve/National Guard recruiters reported downsizing had no impact on the attitudes of young people to enlist in the Reserve or National Guard, and another 40 percent reported that downsizing had a negative impact on the enlistment propensity of young people. Air Force Reserve and

TABLE V-6

**RESERVE COMPONENT RECRUITERS' PERCEPTIONS
OF IMPACT OF MILITARY DOWNSIZING ON
ATTITUDES TOWARD ENLISTMENT AND
RECRUITERS' WORKLOAD, 1991
(Percent)**

	Positive Impact	No Impact	Negative Impact
ATTITUDES OF YOUTH			
Army National Guard	8	51	41
Naval Reserve	9	56	35
Air National Guard	10	56	34
Air Force Reserve	8	45	47
Total	8	52	40
RECRUITERS' WORKLOAD			
Army National Guard	11	29	60
Naval Reserve	9	28	63
Air National Guard	29	42	29
Air Force Reserve	14	30	56
Total	13	30	57

Army National Guard recruiters were more likely to perceive the impact as negative than Naval Reserve and Air National Guard recruiters.

Fifty-seven percent of Reserve/National Guard recruiters reported downsizing had a negative impact on their workload as recruiters. Air National Guard recruiters were far more likely than other Reserve/National Guard recruiters to indicate

downsizing of the military had no impact whatsoever on their work. Over half of the recruiters from the Naval Reserve (63 percent); Army National Guard (60 percent); and Air Force Reserves (56 percent) stated the downsizing of the Force had a negative impact on their work as recruiters.

CHAPTER VI

SUMMARY AND CONCLUSIONS

In 1989, the House Committee on Appropriations directed the Services to review their recruiting policies and procedures to assure recruiters were afforded a quality of life comparable to that experienced by most enlisted personnel. The DoD conducted the 1989 Survey of Recruiters to evaluate managerial and quality of life issues as perceived by Service recruiters. Survey results confirmed that recruiter stress was due, in large part, to managerial policies and procedures instituted by the Service Recruiting Commands. Subsequently, each of the Services conducted further studies of recruiters' work environments and modified management procedures to better support recruiters.

To evaluate changes in recruiters' perceptions of recruiting policies and procedures and the impact these changes had on recruiters' quality of life since 1989, a follow-up survey was conducted in 1991. Moreover, the 1991 survey was extended to include Reserve and National Guard recruiters. This chapter summarizes the survey results for both active-duty and Reserve recruiters.

Active-Duty Recruiters

The percentage of Army recruiters reporting job-related stress dropped from 84 percent in 1989 to 77 percent in 1991. Other factors were consistent with this: the percentage indicating they were meeting their recruiting goals in at least 9 out of the past 12 months increased from 23 percent in 1989 to 46 percent in 1991; the

percentage of active-duty recruiters who reported working more than 60 hours per week dropped from 68 percent in 1989 to 62 percent in 1991; and the percentage who indicated they received good management support and had the freedom to do their job increased from 1989 to 1991, while the percentage who reported paperwork burden affiliated with their jobs decreased during this same time period.

Army recruiters also reported increased job satisfaction. In 1991, a greater percentage reported their work was important and challenging, they were recognized for their efforts, and they were acquiring marketable skills. The percentage who stated they would prefer to remain in recruiting increased from 24 percent in 1989 to 30 percent in 1991.

The percentage of Navy recruiters reporting job-related stress also improved, dropping from 74 percent in 1989 to 60 percent in 1991. Other factors were consistent: the percentage indicating they were meeting their recruiting goals in at least 9 out of the past 12 months increased from 59 percent to 68 percent, and the percentage working more than 60 hours per week dropped from 41 percent to 30 percent. As with Army recruiters, the percentage of Navy recruiters indicating they received good management support and had on-the-job freedom increased from 1989 to 1991, while the percentage reporting a paperwork burden decreased.

Navy recruiters also reported an increase in job satisfaction since 1989. Far more recruiters reported their jobs were important and challenging, they were recognized for their job efforts, and they were acquiring marketable skills. The percentage indicating they would prefer to remain in recruiting after their current assignment increased slightly from 29 percent in 1989 to 31 percent in 1991.

Although the percentage of Marine Corps recruiters who indicated they experienced job-related stress remained constant (i.e., 72 percent in 1989 to 73 percent in 1991), other factors suggested Marine recruiters' quality of life had improved. For example, the percentage who indicated they were meeting their recruiting goals at least 9 out of the past 12 months increased from 50 percent in 1989 to 64 percent in 1991, while the percentage working more than 60 hours per week dropped from 76 percent to 72 percent. The percentage who reported they received good management support and had on-the-job freedom increased from 1989 to 1991, while a smaller percentage reported paperwork burden affiliated with their jobs.

Job satisfaction among Marine Corps recruiters remained stable from 1989 to 1991 (46 percent); however, the percentage who reported job benefits affiliated with their jobs (e.g., perceptions that their work was important and challenging, they were recognized for their efforts, and they were acquiring marketable skills) increased from 68 percent in 1989 to 81 percent in 1991. The percentage who stated they would prefer to remain in recruiting after their current assignment increased from 32 percent to 37 percent.

The percentage of Air Force recruiters reporting job-related stress increased from 57 percent in 1989 to 64 percent in 1991. Other factors suggest job-related stress did not change. The percentage of Air Force recruiters who indicated they were meeting their recruiting goals 9 out of the past 12 months remained constant at about 70 percent. Twenty-five percent of Air Force recruiters reported working more than 60 hours per week in both 1989 and 1991. However, the percentage who reported receiving good management support increased and the percentage reporting a paperwork burden decreased from 1989 to 1991. In addition, the percentage of Air Force recruiters indicating they would prefer to remain in recruiting increased from 44

percent in 1989 to 49 percent in 1991. The percentage who reported their work was important and challenging, they were recognized for their job-related efforts, and they were acquiring marketable skills increased appreciably from 1989 to 1991.

While nearly all recruiters believed improprieties occurred in their Recruiting Commands, the percentages of recruiters who reported that such improprieties occurred "frequently" or "occasionally" declined between 1989 and 1991. For example, perceptions of improprieties declined from 59 percent to 46 percent for Army recruiters; 55 percent to 44 percent for Navy recruiters; 51 percent to 38 percent for Marine Corps recruiters; and 37 percent to 33 percent for Air Force recruiters. The most frequently mentioned reasons for improprieties were the same in 1991 as in 1989: 1) recruiters being pressured by superiors to make goals; and 2) recruiters' fears that failure to make goal would result in unsatisfactory performance ratings.

Reserve Component Recruiters

Reserve recruiters were included only in the 1991 Survey. Therefore, changes in the quality of life of Reserve recruiters cannot be evaluated. Nonetheless, some conclusions about quality of life of Reserve recruiters are warranted and comparisons to active-duty recruiters can be made.

The majority of Reserve Component recruiters reported they were satisfied with their recruiting jobs. However, job-related stress was reported by Reserve recruiters just as it had been by active-duty recruiters. Levels of stress reported by Army National Guard and Naval Reserve recruiters were comparable to active-duty recruiters (66 percent of Army National Guard recruiters and 75 percent of Naval Reserve

recruiters reported job-related stress). Appreciably fewer Air Force Reserve recruiters (49 percent) and Air National Guard recruiters (34 percent) reported such stress.

Reserve recruiters reported working fewer hours than active-duty recruiters. From 12 percent (Air National Guard) to 25 percent (Army National Guard) of recruiters reported working more than 60 hours per week; comparable figures among active-duty Service recruiters ranged from 25 percent (Air Force) to 72 percent (Marine Corps). Compared to active-duty recruiters, significantly more Reserve recruiters reported they had on-the-job freedom, were satisfied with recruiting, and would prefer to remain in recruiting after their current assignment.

Reserve/National Guard recruiters were as likely as active-duty recruiters to report that improprieties occurred in their recruiting commands (41 percent of Reserve recruiters compared to 43 percent of active-duty recruiters indicated improprieties occur "frequently" or "occasionally"). Similar to active-duty recruiters, the most frequently mentioned explanation for the incidence of perceived improprieties across all Reserve/National Guard recruiters was pressure supervisors placed on recruiters to achieve goals.

Impact of Current Events

Across all Services, with both active-duty and Reserve Components, roughly 4 out of 5 recruiters reported that Operations Desert Shield and Desert Storm made their jobs more difficult. Somewhat fewer active-duty recruiters (70 percent) reported a negative impact associated with Operation Desert Storm than Operation Desert Shield (76 percent), while Reserve recruiters reported approximately the same impact for Operations Desert Shield and Desert Storm (82 and 79 percent, respectively).

Loss of qualified applicants was attributed to advice of family and friends, fear of combat, and a "wait and see" attitude. Few recruiters attributed loss of qualified applicants to uncooperative schools or lack of community support.

Across components, recruiters held markedly different perceptions of the impact of the force downsizing on attitudes of young people toward enlistment, and recruiters' workload. Active-duty Army and Air Force recruiters reported downsizing had a negative impact on both youth attitudes and recruiters' workloads, as did recruiters from the Army National Guard, the Naval Reserve, and the Air Force Reserve. On the other hand, for active-duty Navy and Marine Corps recruiters and Air National Guard recruiters, the percentage who reported a negative impact on workload was about the same as the percentage who reported a positive impact.

Conclusions

Generally, the survey data suggest recruiters' quality of life improved between the 1989 and 1991 surveys. Army and Navy responses reflect improvements across several measures of job stress and job satisfaction. Perceived frequency of recruiter misconduct decreased. Marine Corps recruiter responses generally reflect improved circumstances, though some measures of job stress and satisfaction show no change. Air Force results are mixed: more reported job-related stress, but more also reported good management support, that their work was important and challenging, and that they wanted to remain in recruiting.

Improvements notwithstanding, it remains clear that a significant number of recruiters in each active and Reserve Component reported job-related stress. From every component, an appreciable number of recruiters reported working at least 60

hours per week. Only 1 in 3 active Army, Navy, and Marine Corps recruiters said they wanted to remain in recruiting after their current assignment. Moreover, anecdotal evidence suggests that, with the downsizing of the military, reduced recruiting budgets, decreasing enlistment propensity among youth, and competition from other social programs such as national service, pressure on recruiters again may be rising.

APPENDIX A

**EXCERPTS FROM THE HOUSE OF REPRESENTATIVES
COMMITTEE ON APPROPRIATIONS REPORT (101-208) AND
CONFERENCE REPORT (101-345) ON THE DEPARTMENT
OF DEFENSE FY1990 APPROPRIATIONS BILL**

101st CONGRESS
1st Session

HOUSE OF REPRESENTATIVES

REPORT
101-208

DEPARTMENT OF DEFENSE
APPROPRIATIONS BILL, 1990

REPORT

OF THE

COMMITTEE ON APPROPRIATIONS

[To accompany H.R. 3072]

RECRUITING IMPROPRIETIES

The Committee is concerned over the instances of recruiting improprieties that have come to light in recent years. It is our considered opinion that much of the responsibility for these improprieties lies with the undue pressure placed on recruiters to meet recruiting goals.

The Committee recognizes the continuing need to recruit high quality personnel for our armed forces. However, the Committee also recognizes the need to safeguard the recruiters themselves. This concern over the quality of life for recruiters, both on and off the job dates back a number of years. During a hearing before this Committee in 1978, Congressman Burlison told of a visit by a constituent and his wife. It seems that both this recruiter and his wife were on the verge of nervous breakdowns. The constituent felt he was under extreme pressure to meet recruiting quotas, and also felt a considerable harrassment to meet his quotas. Congressman Burlison asked the then Secretary of the Army if this was an isolated case, or whether there were some pervasive internal problems with the Army's recruiting program along this line. The Secretary replied that " * * * in general the recruiting command is

doing an excellent job * * * the situation that you indicate * * * is however, an isolated one."

Subsequent reports to the Committee, as well as widespread attention in the military and civilian press, confirm that this was not an isolated instance. Likewise, conversations between Committee staff and recruiters during visits to several recruiting stations and offices reveal the same. Many of our service members, and their families, consider recruiting duty to be the most stressful and difficult job in the military. This high level of stress stems from a number of different factors: long working hours, including evenings and weekends, duty stations isolated from military communities, unrealistic recruiting quotas and undue pressure to meet those quotas, backed up by the threat of unsatisfactory performance ratings. The Committee notes that recruiters are selected from the top echelon of outstanding and successful non-commissioned officers in their respective specialty skills. These recruiters represent a significant investment and a most valuable resource, one which the Nation cannot afford to abuse, neglect, or lose.

The services place a high priority on the recruitment of quality individuals. The Committee acknowledges the benefits of having a high quality force and agrees with the priority placed on recruitment by the services. However, the recruiters themselves are the key to accomplishing this vital mission, as they identify, select and recommend the qualified candidates from our society. The military leadership has to acknowledge this fact and must adjust its focus to encompass the morale and well-being of the individual recruiters. Commanders should be evaluated on how well they take care of their people, as well as how well they accomplish their mission and meet their recruiting goals. Recruiters have stated that they need commanders and chief recruiters who lead, guide and assist, not those who threaten and punish for the sake of meeting quotas. The threats of being put on hours, canceling leaves and going before the evaluation board must certainly affect the morale and ultimately the success of a recruiter. The recruiting mission is doomed to future abuses if we do not take better care of the men and women in our recruiting force.

The Services should scrutinize the entire recruiting process, from the establishment of recruiting goals, through the management of recruiting commands to the quotas placed on individual recruiters. The Services must also tighten their screening and testing procedures for prospective recruits to ensure that the instances of fraudulent enlistments are not repeated. With all of the pressures placed on recruiters, it is a credit to the integrity and quality of our recruiters that these instances are not widespread. Nevertheless, the Services should conduct a thorough review of recruiting practices to reduce the risk of future improprieties and to reduce the pressures that led to these improprieties in the first place.

The Committee expects the Services to review their policies regarding the quality of life and the recruiting process. The Committee also expects the Services to fully discuss the results of this review and improvement made to the quality of life among recruiters during hearings for the fiscal year 1991 budget.

101ST CONGRESS
1st Session

HOUSE OF REPRESENTATIVES

REPORT
101-345

MAKING APPROPRIATIONS FOR THE DEPARTMENT OF
DEFENSE FOR THE FISCAL YEAR ENDING SEPTEMBER
30, 1990, AND FOR OTHER PURPOSES

NOVEMBER 13, 1989.—Ordered to be printed

Mr. MURTHA, from the committee of conference,
submitted the following

CONFERENCE REPORT

[To accompany H.R. 3072]

RECRUITING IMPROPRIETIES

The conferees wish to reiterate the House concerns regarding recruiters and the Services' recruiting process. The conferees recommend that the Secretary of Defense lead the Services in making the necessary policy changes to assist recruiters in performing their vital mission. The quality of life of the recruiting force has been neglected. We must not allow this situation to continue.

APPENDIX B

1989 DEPARTMENT OF DEFENSE RECRUITER SURVEY

DOD RECRUITER SURVEY

The purpose of the survey is to obtain current information on management and quality of life issues that affect military recruiters on a daily basis. Your survey data will provide critical information needed to help Congress and the Department of Defense better understand military recruiting.

PRIVACY NOTICE

AUTHORITY: 10 USC 136

PRINCIPAL PURPOSE OR PURPOSES: Information collected in this survey is used to sample attitudes and/or perceptions of social problems observed by service members and to support additional manpower research activities. This information will assist in the formulation of policies which may be needed to improve the working environment.

ROUTINE USES: None.

DISCLOSURE: Voluntary. Failure to respond will not result in penalty to the respondent. However, maximum participation is encouraged so that data will be complete and representative.

**** MARKING Instructions ****



Use a No. 2 Pencil only.

Fill in the appropriate circles completely.

Please complete and return the survey within 2 weeks.

If you have any questions
about this survey CALL:

Defense Manpower Data Center
Survey Desk at: (202) 696-5856 or -5875
(Autovon 226-5856 or -5875)

**FOR THE FOLLOWING QUESTIONS, YOU SHOULD MARK
ONLY ONE CHOICE, UNLESS OTHERWISE INSTRUCTED.**



1. What is your branch of Service?

☐ Army ☐ Navy ☐ Marine Corps ☐ Air Force

2. What is your current paygrade?

☐ E-4 ☐ E-5 ☐ E-6
☐ E-7 ☐ E-8 ☐ E-9

3. What is the highest grade or degree you have completed?
Mark only one.

☐ Less than 12 years of school (no diploma)
☐ GED or High School Certificate
☐ High school diploma
☐ Some college, but did not graduate
☐ 2-Year college degree
☐ 4-Year college degree
☐ Graduate degree
☐ Other

4a. What is your racial background?

☐ American Indian or Alaskan Native
☐ Oriental/Asian/Chinese/Japanese/Korean/Filipino/
 Pacific Islander
☐ Black/Negro/Afro-American
☐ White/Caucasian

4b. Are you of Spanish/Hispanic origin or descent?

☐ Yes ☐ No

5. What is your current marital status?

☐ Never Married ☐ Divorced
☐ Married ☐ Widowed
☐ Legally Separated

6. Which of the following best describes your current job?

☐ Recruiter trainer ☐ Recruiter in charge
☐ Career recruiter ☐ MEPS counselor
☐ Production recruiter ☐ Other, please specify:
☐ Specialty recruiter

7. How long have you been assigned to recruiting duty?

☐ Less than 1 year ☐ 3 to 6 years
☐ 1 year but less than 2 ☐ More than 6 years
☐ 2 years but less than 3

8. Did you volunteer to be a recruiter?

☐ Yes ☐ No

9. How important do you think each of the following is to your effectiveness as a recruiter?

Options: 1-Very Important
 2-Somewhat Important
 3-Neither Important/Unimportant
 4-Somewhat Unimportant
 5-Not at all Important

1 2 3 4 5

--	--	--	--	--

Race/ethnic/cultural make-up of duty location similar to your race/ethnic/cultural background

--	--	--	--	--

Closeness to family and friends

--	--	--	--	--

Duty location similar to the neighborhood(s) in which you spent your youth

--	--	--	--	--

Familiarity with your recruiting area

10. Were you given the opportunity to state preferences for your duty location?

☐ Yes, and I received my preferred location.
☐ Yes, but my preferred location was not available.
☐ No, but I am pleased with my location.
☐ No, and I am dissatisfied with my location.

11. What is the average ONE-WAY driving time from your residence to your duty location?

☐ Less than 15 minutes ☐ 31-60 minutes
☐ 15-30 minutes ☐ More than 1 hour

12. In general, how safe are the following areas:

Options: 1-Extremely Safe
 2-Somewhat Safe
 3-Neither Safe/Unsafe
 4-Somewhat Unsafe
 5-Extremely Unsafe

1 2 3 4 5

Your residence?

Your recruiting area?

Your office location?

Your parking location?

13. On average, what is the total number of hours per week you spend performing duty-related tasks?

☐ 40 hours or less
☐ 41-50 hours
☐ 51-60 hours
☐ 61-80 hours
☐ More than 80 hours

14. During the past year, have the demands of your job prevented you from taking annual leave?

☐ Yes ☐ No

15. How many days of annual leave did you take last year?

☐ 0 to 3 days ☐ 15 to 29 days
☐ 4 to 7 days ☐ 30 or more days
☐ 8 to 14 days

16. Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost?

Quality

Cost

☐ Better
☐ Same
☐ Worse

☐ More
☐ Same
☐ Less

☐ Not applicable (i.e., never lived on base, or currently living on base)

17. How long does it take you to travel from your residence to the nearest military installation with exchange, commissary and hospital/clinic facilities?

☐ Less than 15 minutes (Go To Q 19)
☐ 15-30 minutes
☐ 31 minutes to 1 hour
☐ 61-90 minutes
☐ 91 minutes to 2 hours
☐ More than 2 hours

18. Does this travel time present a problem for you and your family?

☐ Yes, a real hardship ☐ Just an inconvenience
☐ No

19. To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

--	--	--	--	--

I was given a realistic preview of what recruiting duty would be like.

--	--	--	--	--

Members of my family were well prepared by my Service for the requirements and demands of my recruiting assignment.

--	--	--	--	--

I was given good professional training for my job as a recruiter.

--	--	--	--	--

My allocated time in training was sufficient.

--	--	--	--	--

An experienced recruiter helped me on the job.

20. Are active attempts made to involve your family in your recruiting job (i.e., special office social events for the entire family, bonus trips for family, etc.)?

☐ Yes, frequently
☐ Sometimes

☐ No, never
☐ Not applicable

21. With reference to your recruiting goals, to what extent do you agree or disagree with the following statements?

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

My monthly goals are achievable.

My assigned market area is adequate to make goals.

--	--	--	--	--

Delayed Entry Program (DEP) events help me to achieve my goals.

--	--	--	--	--

Success in reaching goal has a "make or break" effect on my military career.

--	--	--	--	--

I am pressured to continue recruiting even after reaching my monthly goal.

I am punished if I fall short of goal.

If I miss goal one month, I can make it up the next month.

--	--	--	--	--

I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal.

--	--	--	--	--

Required paperwork interferes with my efforts to make goal.

--	--	--	--	--

My supervisor will help me if I have trouble making goal.

22. In how many of the past 12 months did you achieve your monthly goals?

☐ Does Not Apply (i.e., have no specific monthly goals or have been assigned to recruiting less than 12 months)

☐ Less than 3 months
☐ 3-5 months
☐ 6-8 months
☐ 9-11 months
☐ All 12 months

23. The degree to which Recruiting Services manage office-level recruiting activities varies. For *all* of the following statements, indicate whether you agree or disagree.

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

The mileage restriction placed on government vehicles interferes with my ability to do my job.

☐ ☐ ☐ ☐ ☐

I have the freedom to personally plan my work and use my judgment as to the best method for recruiting in my assigned area.

☐ ☐ ☐ ☐ ☐

I receive good support from my supervisors. My superiors and I work together as a team.

24. Below is a list of statements that relate to aspects of your life as a recruiter. For each statement indicate whether you agree or disagree.

Options: 1-Strongly Agree
2-Agree
3-Neither Agree/Disagree
4-Disagree
5-Strongly Disagree

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

Supervisors understand and help recruiters with problems.

☐ ☐ ☐ ☐ ☐

Officers evaluate recruiters' performance based on their overall record.

☐ ☐ ☐ ☐ ☐

Recruiters are recognized for doing a good job

☐ ☐ ☐ ☐ ☐

Skills attained in recruiting are helpful in securing a good civilian job.

☐ ☐ ☐ ☐ ☐

Recruiting is important and challenging work.

☐ ☐ ☐ ☐ ☐

Recruiter's pay is sufficient to meet expenses.

☐ ☐ ☐ ☐ ☐

Necessary study time and materials are provided for advancement exams.

☐ ☐ ☐ ☐ ☐

Promotion opportunity is better than it would have been without a recruiting assignment.

☐ ☐ ☐ ☐ ☐

Productive recruiters should be allowed to extend in a specific location.

25. Are you losing qualified applicants to other Services?

☐ Yes

☐ No (GO TO Q.27)

26. If Yes, do you think the reason may be that another Service has better: (Mark *all* that apply)

☐ Cash bonus incentives

☐ Advertising

☐ Quality of life

☐ Promotional items

☐ Educational benefits

☐ Skill training

☐ Image

☐ Other, please specify: _____

☐ Length of contract

27. How frequently do you think recruiter improprieties occur in your recruiting command?

☐ Frequently

☐ Seldom

☐ Occasionally

☐ Never (Go To Q.29)

28. How much do you think each of the following contributes to instances of recruiter impropriety?

Options: 1-Greatly
2-Some
3-Not at all

1 2 3

☐

☐

☐

Unrealistic recruiting goal

☐

☐

☐

Emphasis on getting high quality applicants

☐

☐

☐

Pressure by superiors to make goal

☐

☐

☐

Self-imposed pressure to excel

☐

☐

☐

Unrealistic moral standards for applicants

(i.e., parking tickets, one time use of marijuana)

☐

☐

☐

Fear of unsatisfactory performance ratings

☐

☐

☐

Too little time to do required paperwork

(i.e., waivers, consents, police checks, etc.)

☐

☐

☐

Supervisors and recruiters not working as a team

☐

☐

☐

Inappropriate persons being selected for recruiting duty

29. How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?

☐ Frequently

☐ Seldom

☐ Occasionally

☐ Never

30. If you had the freedom to select another assignment next month, which of the following would you choose?

☐ Remain in recruiting

☐ Return to your previous military specialty/occupation

☐ Select a totally new military specialty/occupation

☐ Leave the Service

31. In general, how satisfied are you with:

Mark one in each column.

Greatly Satisfied

Recruiting?

Military life?

Satisfied

Neither Satisfied/Dissatisfied

Dissatisfied

Greatly Dissatisfied

☐
☐
☐
☐
☐

☐
☐
☐
☐
☐

COMMENTS

Service: ☐ Army ☐ Navy ☐ Air Force ☐ Marine CorpsThis image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Please use the enclosed, postage-paid envelope to return your completed questionnaire. If preprinted envelope is lost or unavailable, please return the form to:

**Survey Office
Defense Manpower Data Center
1600 Wilson Blvd., Suite 400
Arlington, VA 22209-2593**

THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION IN THIS IMPORTANT SURVEY

APPENDIX C

1991 DEPARTMENT OF DEFENSE RECRUITER SURVEY

Department of Defense RECRUITER SURVEY

The purpose of the survey is to obtain current information on management and quality of life issues that affect military recruiters on a daily basis. Your survey data will provide critical information needed to help Congress and the Department of Defense better understand military recruiting.

PRIVACY NOTICE

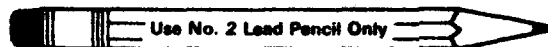
AUTHORITY: 10 USC 138

PRINCIPAL PURPOSE OR PURPOSES: Information collected in this survey is used to sample attitudes and/or perceptions of social problems observed by service members and to support additional manpower research activities. This information will assist in the formulation of policies which may be needed to improve the working environment.

ROUTINE USES: None

DISCLOSURE: Voluntary. Failure to respond will not result in penalty to the respondent. However, maximum participation is encouraged so that data will be complete and representative.

*** MARKING INSTRUCTIONS ***



Proper Mark



- Use a No. 2 Pencil only.
- Fill in the appropriate circles completely.
- Please complete and return the survey within 2 weeks.

If you have any questions
about this survey, CALL: Defense Manpower Data Center Survey Desk at:

(703) 696-5875

(Autovon) 226-5875

**FOR THE FOLLOWING QUESTIONS, YOU SHOULD MARK
ONLY ONE CHOICE, UNLESS OTHERWISE INSTRUCTED.**



DO NOT WRITE IN THIS MARKING AREA

1. What is your branch of Service/Reserve Component?

- | | |
|---|--|
| <input type="radio"/> Army National Guard | <input type="radio"/> Marine Corps |
| <input type="radio"/> Army Reserve | <input type="radio"/> Air National Guard |
| <input type="radio"/> Active Army | <input type="radio"/> Air Force Reserve |
| <input type="radio"/> Navy Reserve | <input type="radio"/> Active Air Force |
| <input type="radio"/> Active Navy | |

2. What is your current paygrade?

- | | |
|---------------------------|---------------------------|
| <input type="radio"/> E-4 | <input type="radio"/> E-7 |
| <input type="radio"/> E-5 | <input type="radio"/> E-8 |
| <input type="radio"/> E-6 | <input type="radio"/> E-9 |

3. What is the highest grade or degree you have completed? (Mark only one.)

- ☐ Less than 12 years of school (no diploma)
☐ GED or High School Certificate
☐ High School Diploma
☐ Some college, but did not graduate
☐ 2-Year college degree
☐ 4-Year college degree
☐ Graduate degree
☐ Other

4a. What is your racial background?

- ☐ American Indian or Alaskan Native
☐ Oriental/Asian/Chinese/Japanese/Korean/
Filipino/Pacific Islander
☐ Black/Negro/Afro-American
☐ White/Caucasian

4b. Are you of Spanish/Hispanic origin or descent?

- ☐ Yes
☐ No

5. What is your current marital status?

- ☐ Never Married
☐ Married
☐ Legally Separated
☐ Divorced
☐ Widowed

6. Which of the following best describes your current job?

- ☐ Recruiter trainer
☐ Officer/Enlisted recruiter
☐ Health care professional recruiter
☐ Recruiter in charge/Supervisor
☐ MEPS counselor/Liaison
☐ Other, please specify:

7. How long have you been assigned to recruiting duty?

- ☐ Less than one year
☐ 1 year but less than 2
☐ 2 years but less than 3
☐ 3 to 6 years
☐ More than 6 years

8. Did you volunteer to be a recruiter?

- ☐ Yes
☐ No

9. How important do you think each of the following is to your effectiveness as a recruiter?

	Somewhat Unimportant				Somewhat Important			
Race/ethnic/cultural make-up of duty location similar to your cultural background	1	2	3	4	5	6	7	8
Closeness to family and friends	1	2	3	4	5	6	7	8
Duty location similar to the neighborhood(s) in which you spent your youth	1	2	3	4	5	6	7	8
Familiarity with your recruiting area	1	2	3	4	5	6	7	8

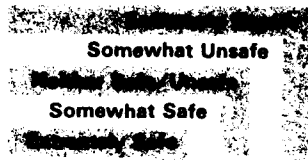
10. Were you given the opportunity to state preferences for your duty location?

- ☐ Yes, and I received my preferred location.
☐ Yes, but my preferred location was not available.
☐ No, but I am pleased with my location.
☐ No, and I am dissatisfied with my location.

11. What is the average ONE-WAY driving time from your residence to your duty location?

- ☐ Less than 15 minutes
☐ 15-30 minutes
☐ 31-60 minutes
☐ More than 1 hour

12. In general, how safe are the following areas?



Your residence? 3 2 1 4 5

Your recruiting area/zone? 1 2 3 4 5

Your office location? 2 3 1 4 5

Your parking location? 1 2 3 4 5

13. On average, what is the total number of hours per week you spend performing duty-related tasks?

- ☐ 40 hours or less ☐ 61-70 hours
☐ 41-50 hours ☐ 71-80 hours
☐ 51-60 hours ☐ More than 80 hours

14. During the past year, have the demands of your job prevented you from taking annual leave?

- ☐ Yes
☐ No

15. During the past year, did you request annual leave and have the request denied?

- ☐ Yes
☐ No

16. How many days of annual leave did you take last year?

- ☐ 0 to 3 days
☐ 4 to 7 days
☐ 8 to 14 days
☐ 15 to 29 days
☐ 30 or more days

17. What percentage of the days you were on leave did you work at least part of the day on work-related tasks?

- ☐ None
☐ 1 to 5%
☐ 6 to 15%
☐ 16 to 40%
☐ Over 40%

18. Compared with living conditions in base housing, how do you rate your current living conditions with respect to quality and cost?

Quality

- ☐ Better
☐ Same
☐ Worse

Cost

- ☐ More
☐ Same
☐ Less

- ☐ Not applicable (i.e., never lived on base, or currently living on base)

19. How long does it take you to travel from your residence to the nearest military installation with exchange, commissary and hospital/clinic facilities?

- ☐ Less than 15 minutes (Go to Question 21)
☐ 15-30 minutes
☐ 31-60 minutes
☐ 61-90 minutes
☐ 91 minutes to 2 hours
☐ More than 2 hours

20. Does this travel time present a problem for you and your family?

- ☐ Yes, it is a real hardship
☐ Just an inconvenience
☐ No

21. Are active attempts made to involve your family in your recruiting job (i.e., special office social events for the entire family, bonus trips for the family, etc.)?

- ☐ Yes, frequently
☐ Sometimes
☐ No, never
☐ Not applicable

DO NOT WRITE IN THIS AREA

22. To what extent do you agree or disagree with the following statements about your training and preparation for recruiting duty?

Strongly Disagree
Disagree
Neither Agree/Disagree
Agree
Strongly Agree

I was given a realistic preview of what recruiting duty would be like ① ② ③ ④ ⑤

Members of my family were well prepared by my Service for the requirements and demands of my recruiting assignment ① ② ③ ④ ⑤

I was given good professional training for my job as a recruiter ① ② ③ ④ ⑤

My allocated time in training was sufficient ① ② ③ ④ ⑤

An experienced recruiter helped me on the job ① ② ③ ④ ⑤

23. With reference to your recruiting goals, to what extent do you agree or disagree with the following statements?

Strongly Disagree
Disagree
Neither Agree/Disagree
Agree
Strongly Agree

My monthly goals are achievable ① ② ③ ④ ⑤

My assigned market area is adequate to make goals ① ② ③ ④ ⑤

Delayed Entry Program (DEP) events help me to achieve my goals ① ② ③ ④ ⑤

Success in reaching goal has a "make or break" effect on my military career ① ② ③ ④ ⑤

I am pressured to continue recruiting even after reaching my monthly goal ① ② ③ ④ ⑤

I am punished if I fall short of goal ① ② ③ ④ ⑤

If I miss my goal one month, I can make it up the next month ① ② ③ ④ ⑤

I receive adequate support (e.g., cars, telephone, promotional items) to help me accomplish my goal ① ② ③ ④ ⑤

Required paperwork interferes with my efforts to make goal ① ② ③ ④ ⑤

My supervisor will help me if I have trouble making goal ① ② ③ ④ ⑤



DO NOT WRITE IN THIS SHADED AREA

9010

24. In how many of the past 12 months did you achieve your monthly goals?

- ☐ Does not apply (i.e., have no specific monthly goals or have been assigned to recruiting less than 12 months)
- ☐ Less than 3 months
- ☐ 3-5 months
- ☐ 6-8 months
- ☐ 9-11 months
- ☐ All 12 months

25. What percentage of your recruiting goal did you achieve last year?

- ☐ Does not apply (i.e., have no specific monthly goals or have been assigned to recruiting less than 12 months)
- ☐ 0-75%
- ☐ 76-100%
- ☐ 101-125%
- ☐ 126-150%
- ☐ More than 150%

26. All things considered, what is the likelihood that experienced recruiters can make goal in your zone/area?

- ☐ Not applicable
- ☐ Extremely difficult
- ☐ Difficult but can be made with extra effort
- ☐ Should be able to make goal but difficult to exceed
- ☐ Not only achievable, but good chance to exceed
- ☐ Very excellent chance to exceed goal

27. Compared to recruiters from your Service working in the area served by your MEPS, would you say you are:

- ☐ One of the best
- ☐ Better than most
- ☐ Above average
- ☐ Somewhat below average
- ☐ Below average

28. The degree to which Recruiting Services manage office level recruiting activities varies. For all of the following statements, indicate whether you agree or disagree.

	Disagree	1	2	3	4	Agree
The mileage restriction placed on government vehicles interferes with my ability to do my job						
I have the freedom to personally plan my work and use my judgement as to the best method for recruiting in my assigned area						
I receive good support from my supervisors						
My superiors and I work together as a team						

The mileage restriction placed on government vehicles interferes with my ability to do my job

I have the freedom to personally plan my work and use my judgement as to the best method for recruiting in my assigned area

I receive good support from my supervisors

My superiors and I work together as a team

DO NOT WRITE IN THIS AREA

29. Below is a list of statements that relate to aspects of your life as a recruiter. For each statement, indicate whether you agree or disagree.

Strongly Disagree
Disagree
Neutral/Agree/Disagree
Agree
Strongly Agree

Supervisors understand and help recruiters with problems ... ① ② ③ ④ ⑤

Officers evaluate recruiters' performance based on their overall record ① ② ③ ④ ⑤

Recruiters are recognized for doing a good job ① ② ③ ④ ⑤

Skills attained in recruiting are helpful in securing a good civilian job ① ② ③ ④ ⑤

Recruiting is important and challenging work ① ② ③ ④ ⑤

Recruiter's pay is sufficient to meet expenses ① ② ③ ④ ⑤

Necessary study time and materials are provided for advancement exams ① ② ③ ④ ⑤

Promotion opportunity is better than it would have been without a recruiting assignment ① ② ③ ④ ⑤

Productive recruiters should be allowed to extend in a specific location ① ② ③ ④ ⑤

30. Are you losing qualified applicants to other Services?

- ☐ Yes
☐ No (Go to Question 32)

31. If yes, do you think the reason may be that another Service has better: (Mark all that apply.)

- ☐ Cash bonus incentives
☐ Quality of life
☐ Educational benefits
☐ Image
☐ Length of contract
☐ Advertising
☐ Promotional items
☐ Skill training
☐ Other, please specify:

32. How frequently do you think recruiter improprieties occur in your recruiting command?

- ☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never (Go to Question 34)

33. How much do you think each of the following contributes to instances of recruiter impropriety?

	Not at all	Some	Greatly
Unrealistic recruiting goal	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Emphasis on getting high quality applicants	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Pressure by superiors to make goal	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Self-imposed pressure to excel	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Unrealistic moral standards for applicants (i.e., parking tickets, one time use of marijuana)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Fear of unsatisfactory performance ratings	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Too little time to do required paperwork (i.e., waivers, consents, police checks, etc.)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Supervisors and recruiters not working as a team	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3
Inappropriate persons being selected for recruiting duty	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3

34. How frequently do you think sexual misconduct between recruiters and applicants occurs in your recruiting command?

- ☐ Frequently
☐ Occasionally
☐ Seldom
☐ Never

35. If you had the freedom to select an assignment next month, which of the following would you choose?

- ☐ Remain in recruiting
☐ Return to your previous military specialty/occupation
☐ Select a totally new military specialty/occupation
☐ Leave the Service

36. In general, how satisfied are you with:
(Mark one in each column.)

	Recruiting?	Military Life?
Greatly Satisfied	<input type="radio"/>	<input type="radio"/>
Satisfied	<input type="radio"/>	<input type="radio"/>
Neither Satisfied/Dissatisfied	<input type="radio"/>	<input type="radio"/>
Dissatisfied	<input type="radio"/>	<input type="radio"/>
Greatly Dissatisfied	<input type="radio"/>	<input type="radio"/>

37. What would best describe your recruiting market?

- ☐ Does not apply (i.e., I am not a production recruiter)
 (Go to Question 47)
☐ Urban/Metro
☐ More Urban than Rural
☐ Half Urban/Half Rural
☐ More Rural than Urban
☐ Rural

38. Approximately how many high school seniors do you have in your recruiting market?

- ☐ Less than 500
☐ 500 to 1,000
☐ 1,001 to 2,000
☐ 2,001 to 3,000
☐ More than 3,000

39. What percentage of the high school seniors in your market would be qualified for enlistment based on AFQT, medical, and moral standards?

- ☐ 0 to 20%
☐ 21 to 40%
☐ 41 to 60%
☐ 61 to 80%
☐ 81 to 100%

40. Of those qualified, what percentage do you feel are reasonable prospects?

- ☐ 0 to 5%
☐ 6 to 15%
☐ 16 to 30%
☐ 31 to 60%
☐ 61 to 100%



DO NOT WRITE IN THIS SHADED AREA

9010

41. What percentage of the qualified high school seniors plan to go to college?

- ☐ 0 to 25%
- ☐ 26 to 50%
- ☐ 51 to 75%
- ☐ 76 to 100%

42. Of your college bound market, what percentage require financial support?

- ☐ 0 to 25%
- ☐ 26 to 50%
- ☐ 51 to 75%
- ☐ 76 to 100%

43. To what extent do you agree or disagree with the following statements about working with schools?

	1	2	3	4	5
I can talk to seniors at my high school any time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can display posters, brochures, etc. in my schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am invited to speak to classes on military topics (e.g., military history) in my schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My school counselors encourage qualified seniors to talk to me about the military as a career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My school counselors tell students to consider the Service as a way to get money for college	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. In general, are you invited to Career Day at the high schools in your recruiting market?

- ☐ Yes
- ☐ No
- ☐ Does not apply

45. Compared to civilian pay for entry level people in your local area, is military pay:

- ☐ Higher?
- ☐ About the same?
- ☐ Lower?

46. How would you rate the prospect of graduating seniors in your recruiting market finding a full-time job with satisfactory career potential?

- ☐ Very easy
- ☐ Easy
- ☐ Neither easy nor difficult
- ☐ Difficult
- ☐ Very difficult

47. In general, how satisfied are you with the supervision/leadership within your recruiting service?

- ☐ Greatly satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Greatly dissatisfied

48. In general, how satisfied were you with military supervision/leadership before you joined recruiting service?

- ☐ Greatly satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Greatly dissatisfied

49. Which of the following are most critical to your success in recruiting? (Select three)

- ☐ Goaling
- ☐ Administrative procedures
- ☐ Support (e.g., cars, telephone)
- ☐ Leadership/Supervision
- ☐ Family preparation and support
- ☐ Recruiter selection and formal training
- ☐ On-the-job training
- ☐ National advertising
- ☐ Local advertising
- ☐ Promotional items

DO NOT WRITE IN THIS AREA

50. Which of the following areas are most in need of improvement? (Select three)

- ☐ Goaling
- ☐ Administrative procedures
- ☐ Support (e.g., cars, telephone)
- ☐ Leadership/Supervision
- ☐ Family preparation and support
- ☐ Recruiter selection and formal training
- ☐ On-the-job training
- ☐ National advertising
- ☐ Local advertising
- ☐ Promotional items

51. Do you feel Desert Shield/Desert Storm affected your recruiting efforts?

- ☐ Not applicable, I was not a production recruiter in July, 1990 (Go to Question 58)
- ☐ No (Go to Question 58)
- ☐ Yes

52. Compared to the rest of your time in recruiting, how would you say non-prior service recruiting was during: (Mark one in each column.)

	Desert Shield	Desert Storm
Very easy	<input type="radio"/>	<input type="radio"/>
Easy	<input type="radio"/>	<input type="radio"/>
Difficult	<input type="radio"/>	<input type="radio"/>
Very difficult	<input type="radio"/>	<input type="radio"/>
The most difficult I ever had ...	<input type="radio"/>	<input type="radio"/>

53. During which of the following time periods were your recruiting efforts significantly affected? (Mark all time periods that apply.)

- ☐ During Desert Shield
- ☐ During Desert Storm
- ☐ Following Desert Storm to mid-summer
- ☐ Mid-summer to present

54. Overall, how many qualified applicants do you think you gained because of: (Mark one in each column.)

	Desert Shield	Desert Storm
None	<input type="radio"/>	<input type="radio"/>
1 to 2	<input type="radio"/>	<input type="radio"/>
3 to 5	<input type="radio"/>	<input type="radio"/>
6 to 10	<input type="radio"/>	<input type="radio"/>
More than 10	<input type="radio"/>	<input type="radio"/>

55. Overall, how many qualified applicants do you think you lost because of: (Mark one in each column.)

	Desert Shield	Desert Storm
None	<input type="radio"/>	<input type="radio"/>
1 to 2	<input type="radio"/>	<input type="radio"/>
3 to 5	<input type="radio"/>	<input type="radio"/>
6 to 10	<input type="radio"/>	<input type="radio"/>
More than 10	<input type="radio"/>	<input type="radio"/>

56. For those qualified applicants you lost because of Desert Shield/Desert Storm, what were the most important reasons you lost them? (Mark all that apply.)

- ☐ Schools not cooperative
- ☐ Lack of community support
- ☐ Advice of family, teachers, or friends
- ☐ Fear of combat
- ☐ Wait and see attitudes
- ☐ Other, please specify:

57. In general, how would you compare recruiting before Desert Shield to recruiting today?

- ☐ Not applicable, I was not in recruiting before Desert Shield
- ☐ Much easier
- ☐ Easier
- ☐ Neither easier nor more difficult
- ☐ More difficult
- ☐ Much more difficult

58. What impact do you think efforts to reduce the size of the force have had on the attitudes of youth about enlisting in the military?

- ☐ Positive impact
- ☐ No impact
- ☐ Negative impact

59. What impact have efforts to reduce the size of the force had on your work as a recruiter?

- ☐ Positive impact
- ☐ No impact
- ☐ Negative impact

60. Do you plan to make recruiting a career?

- ☐ Yes
- ☐ No
- ☐ Undecided

9010

Service/Reserve Component:

- ☐ Army National Guard
- ☐ Army Reserve
- ☐ Active Army

- ☐ Active Navy
- ☐ Navy Reserve
- ☐ Marine Corps

- ☐ Air National Guard
- ☐ Air Force Reserve
- ☐ Active Air Force

61. What do you believe are the most pressing problems facing recruiters today?

62. What can DoD and your Service do to help your recruiting efforts?

DO NOT WRITE IN THIS AREA

APPENDIX D

SURVEY COVER LETTERS



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

23 OCT 1969

FORCE MANAGEMENT
AND PERSONNEL

Dear Service Recruiter:

You have been selected to provide important information on management and quality of life issues that affect military recruiters on a daily basis. Your responses to survey questions will be influential in shaping DoD and Congressional decisions concerning programs of vital interest to military recruiters.

Your responses will be combined with those of a selected sample of recruiters from all Services, and will not be personally identified. They are very important because they will represent the views of other recruiters such as yourself who have not been included in our small survey sample. Please complete the enclosed questionnaire and return it as soon as possible in the pre-addressed, postage-paid envelope provided.

Thank you in advance for your assistance on a subject that is of paramount importance to DoD and the Recruiting Services.

Sincerely,

Donald W. Jones
Donald W. Jones

Lieutenant General, USA
Deputy Assistant Secretary
(Military Manpower and Personnel Policy)

Enclosure:
As Stated



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

November 15, 1989

FORCE MANAGEMENT
AND PERSONNEL

Dear Service Recruiter:

Recently a questionnaire designed to provide information on management and quality of life issues that personally affect military recruiters was mailed to a sample of recruiting personnel. Response to this questionnaire has been encouraging. But to accurately assess current recruiting policies and procedures, it is very important that your response be included in our results.

A copy of the questionnaire is enclosed for your convenience. You may be assured that your responses will be kept confidential and used only in summary form with data from other Service recruiters.

Please take a few minutes and complete the enclosed questionnaire today. Your contribution to this project will help DoD and Congress better understand issues of vital concern to military recruiters, and help shape decisions on recruiting policies and procedures for the future.

Sincerely,


Donald W. Jones

Lieutenant General, USA
Deputy Assistant Secretary
(Military Manpower and Personnel Policy)

Enclosure:
As stated



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

30 OCT 1991

FORCE MANAGEMENT
AND PERSONNEL

Dear Service Recruiter:

You have been selected to provide important information on management and quality of life issues that affect military recruiters on a daily basis. Your response to the 1991 DoD Recruiter Survey will be influential in shaping DoD and congressional decisions concerning programs of vital interest to military recruiters.

Your responses to the questions contained in the survey will be combined with those of a selected sample of recruiters from all Services, and will not be personally identified. Your input is very important in determining the views of recruiters; particularly since only a small number of recruiters are being asked to participate. Please take a moment and complete the enclosed questionnaire and return it as soon as possible in the pre-addressed, postage-paid envelope provided.

Thank you in advance for your assistance on a subject that is of paramount importance to DoD and the Recruiting Services.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nicolai Timenes, Jr.", is written over a horizontal line.

Nicolai Timenes, Jr.
Acting Deputy Assistant Secretary
(Military Manpower & Personnel Policy)

Enclosures:
As Stated



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

FORCE MANAGEMENT
AND PERSONNEL

12 NOV 1991

Dear Service Recruiter:

Several weeks ago, you were sent an important survey questionnaire and requested to complete and return it. The 1991 DoD Recruiter Survey currently being conducted in each of the four Services is your opportunity to give your candid views to your Service and the Department of Defense.

We have not yet received a completed questionnaire from you. If you don't think you want to participate in this survey, I ask you to reconsider your decision. Without your response, the survey will not be as representative as it should be, and will not fully reflect the opinions of people like yourself. If your questionnaire has simply been misplaced, we have included a duplicate for your completion. I would appreciate your taking some time from your busy schedule to complete and return the questionnaire in the envelope provided. Your assistance is critical in assuring that high-quality, useful information is collected.

If you have already completed and returned your questionnaire, thank-you. I appreciate the time and interest you have taken to express your personal views in this survey.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nicolai Timenes, Jr.", written over a horizontal line.

Nicolai Timenes, Jr.
Acting Deputy Assistant Secretary
(Military Manpower & Personnel Policy)

Enclosures:
As Stated

APPENDIX E

ACTIVE-DUTY PRODUCTION RECRUITERS

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q2 BY Q1

Q2 (PAYGRADE)	Q1 (COMPONENT)				
FREQUENCY:					
COL PCT	: ARMED	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
E4	0 0.00	0 0.00	3 1.09	11 6.92	14
E5	59 20.14	87 19.29	123 44.89	56 35.22	325
E6	117 39.93	247 54.77	82 29.93	38 23.90	484
E7	111 37.88	92 20.40	47 17.15	46 28.93	296
E8	5 1.71	20 4.43	13 4.74	6 3.77	44
E9	1 0.34	5 1.11	6 2.19	2 1.26	14
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q3 BY Q1

Q3 (HIGHEST GRADE)	Q1 (COMPONENT)				
FREQUENCY	:	:	:MARINE	:AIR	:
COL PCT	:	:	:CORPS	:FORCE	:
	:ARMY	:NAVY			TOTAL
GED LESS	0	43	12	1	56
	0.00	9.60	4.41	0.63	
HSDG	55	170	107	6	338
	18.84	37.95	39.34	3.80	
SOME COLLEGE OR	235	231	153	148	767
	80.48	51.56	56.25	93.67	
GRAD DEGREE	1	3	0	3	7
	0.34	0.67	0.00	1.90	
OTHER	1	1	0	0	2
	0.34	0.22	0.00	0.00	
TOTAL	292	448	272	158	1170

FREQUENCY MISSING = 7

TABLE OF Q4A BY Q1

Q4A (RACE)	Q1 (COMPONENT)				
FREQUENCY:	:	:	:MARINE	:AIR	:
COL PCT	:	:	:CORPS	:FORCE	:
	:ARMY	:NAVY			TOTAL
OTHER	2	22	6	1	31
	0.70	4.98	2.21	0.63	
BLACK	93	63	70	20	246
	32.63	14.25	25.74	12.66	
WHITE	190	357	196	137	880
	66.67	80.77	72.06	86.71	
TOTAL	285	442	272	158	1157

FREQUENCY MISSING = 20

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q4B BY Q1

Q4B (ETHNIC)	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
HISPANIC	25	34	22	10	91
	8.59	7.57	8.15	6.33	
NOT HISPANIC	266	415	248	148	1077
	91.41	92.43	91.85	93.67	
TOTAL	291	449	270	158	1168

FREQUENCY MISSING = 9

TABLE OF Q5 BY Q1

Q5 (MARITAL STATUS)	Q1 (COMPONENT)				
FREQUENCY:	:	:	:	:	:
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
SINGLE	16	27	21	5	69
	5.48	6.00	7.69	3.14	
MARRIED	239	372	213	128	952
	81.85	82.67	78.02	80.50	
OTHER	37	51	39	26	153
	12.67	11.33	14.29	16.35	
TOTAL	292	450	273	159	1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q6 BY Q1

Q6 (JOB TITLE)	Q1 (COMPONENT)				
FREQUENCY :					
COL PCT :			MARINE	AIR	
	ARMY	NAVY	CORPS	FORCE	TOTAL
PRODUCTN	169	250	116	116	701
	57.68	55.43	62.77	72.96	
SUPERVISOR	124	201	102	43	470
	42.32	44.57	37.23	27.04	
TOTAL	293	451	274	159	1177

TABLE OF Q7 BY Q1

Q7 (LENGTH OF DUTY)	Q1 (COMPONENT)				
FREQUENCY :					
COL PCT :			MARINE	AIR	
	ARMY	NAVY	CORPS	FORCE	TOTAL
1 YR, < 2	66	117	100	36	319
	22.53	25.94	36.50	22.64	
2 YR, < 3	96	250	88	39	473
	32.76	55.43	32.12	24.53	
3-6 YRS	73	55	50	43	221
	24.91	12.20	18.25	27.04	
> 6 YR	58	29	36	41	164
	19.80	6.43	13.14	25.79	
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q8 BY Q1

Q8 (VOLUNTEER STATUS)		Q1 (COMPONENT)				
FREQUENCY:						
COL	PCT	:	:	:	:	:
		:	ARMY	NAVY	MARINE CORPS	AIR FORCE
		:				
YES	81	:	28	:	152	159
	27.74	:	63.86	:	55.47	100.00
NO	211	:	163	:	122	0
	72.26	:	36.14	:	44.53	0.00
TOTAL	292		451		274	159
						1176

FREQUENCY MISSING = 1

TABLE OF Q9A BY Q1

Q9A (SIMILAR CULTURAL BACKGROUND)				Q1 (COMPONENT)		
FREQUENCY						
COL PCT	ARMY	NAVY	MARINE CORPS	AIR FORCE		TOTAL
IMPORTANT	220	285	194	103		802
	75.60	63.33	70.80	64.78		
NEUTRAL	39	87	31	29		186
	13.40	19.33	11.31	18.24		
UNIMPORTANT	32	78	49	27		186
	11.00	17.33	17.88	16.98		
TOTAL	291	450	274	159		1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q9B BY Q1

Q9B (CLOSE TO FAMILY/FRIENDS)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
IMPORTANT	:	221	301	155	100
	:	75.68	66.89	56.57	62.89
NEUTRAL	:	47	90	60	28
	:	16.10	20.00	21.90	17.61
UNIMPORTANT	:	24	59	59	31
	:	8.22	13.11	21.53	19.50
TOTAL	:	292	450	274	159

FREQUENCY MISSING = 2

TABLE OF Q9C BY Q1

Q9C (SIMILAR TO BACKGROUND NEIGHBORHOOD)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
IMPORTANT	:	169	251	150	77
	:	58.08	55.90	54.74	48.43
NEUTRAL	:	67	109	51	37
	:	23.02	24.28	18.61	23.27
UNIMPORTANT	:	55	89	73	45
	:	18.90	19.82	26.64	28.30
TOTAL	:	291	449	274	159

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q9D BY Q1

Q9D (FAMILIARITY WITH AREA)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+-----+-----+-----+-----+						
IMPORTANT	:	260	370	217	115	964
	:	89.73	82.77	79.20	72.33	
-----+-----+-----+-----+-----+						
NEUTRAL	:	15	47	29	18	109
	:	5.14	10.51	10.58	11.32	
-----+-----+-----+-----+-----+						
UNIMPORTANT	:	15	30	28	26	99
	:	5.14	6.71	10.22	16.35	
-----+-----+-----+-----+-----+						
TOTAL		292	447	274	159	1172

FREQUENCY MISSING = 5

TABLE OF Q10 BY Q1

Q10 (PREFERENCE FOR DUTY LOCATION)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+-----+-----+-----+-----+						
YES, GOT CHOICE	:	112	240	129	90	571
	:	38.49	53.33	47.08	56.60	
-----+-----+-----+-----+-----+						
CHOICE NOT AVAIL	:	122	139	116	55	432
	:	41.92	30.89	42.34	34.59	
-----+-----+-----+-----+-----+						
NO CHOICE/BUT OK	:	32	42	19	8	101
	:	11.00	9.33	6.93	5.03	
-----+-----+-----+-----+-----+						
NO CHOICE/DISSAT	:	25	29	10	6	70
	:	8.59	6.44	3.65	3.77	
-----+-----+-----+-----+-----+						
TOTAL		291	450	274	159	1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q11 BY Q1

Q11 (HOME TO WORK DRIVING TIME)						Q1 (COMPONENT)	
FREQUENCY :							
COL PCT	:	:	:	MARINE	AIR	:	
	:	ARMY	NAVY	CORPS	FORCE	:	TOTAL
1-30 MIN	:	233	349	228	127	:	937
	:	79.52	77.56	83.21	79.87	:	
31-60 MIN	:	51	88	39	29	:	207
	:	17.41	19.56	14.23	18.24	:	
> 60 MIN	:	9	13	7	3	:	32
	:	3.07	2.89	2.55	1.89	:	
TOTAL		293	450	274	159		1176

FREQUENCY MISSING = 1

TABLE OF Q12A BY Q1

Q12A (RESIDENCE SAFETY)						Q1 (COMPONENT)	
FREQUENCY:							
COL PCT	:	:	:	MARINE	AIR	:	
	:	ARMY	NAVY	CORPS	FORCE	:	TOTAL
SAFE	:	262	400	245	141	:	1048
	:	90.34	89.09	89.42	89.24	:	
NEUTRAL	:	11	27	18	12	:	68
	:	3.79	6.01	6.57	7.59	:	
UNSAFE	:	17	22	11	5	:	55
	:	5.86	4.90	4.01	3.16	:	
TOTAL		290	449	274	158		1171

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q12B BY Q1

Q12B (RECRUITING AREA SAFETY)				Q1 (COMPONENT)	
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+-----+-----+-----+-----+					
SAFE	: 194	: 309	: 178	: 99	:
	: 67.13	: 69.44	: 64.96	: 63.87	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 37	: 58	: 45	: 28	:
	: 12.80	: 13.03	: 16.42	: 18.06	:
-----+-----+-----+-----+-----+					
UNSAFE	: 58	: 78	: 51	: 28	:
	: 20.07	: 17.53	: 18.61	: 18.06	:
-----+-----+-----+-----+-----+					
TOTAL	289	445	274	155	1163

FREQUENCY MISSING = 14

TABLE OF Q12C BY Q1

Q12C (OFFICE LOCATION SAFETY)				Q1 (COMPONENT)	
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+-----+-----+-----+-----+					
SAFE	: 216	: 340	: 195	: 119	: 870
	: 75.26	: 76.06	: 71.17	: 76.77	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 33	: 53	: 41	: 21	: 148
	: 11.50	: 11.86	: 14.96	: 13.55	:
-----+-----+-----+-----+-----+					
UNSAFE	: 38	: 54	: 38	: 15	: 145
	: 13.24	: 12.08	: 13.87	: 9.68	:
-----+-----+-----+-----+-----+					
TOTAL	287	447	274	155	1163

FREQUENCY MISSING = 14

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q12D BY Q1

Q12D (PARKING LOCATION SAFETY)				Q1 (COMPONENT)						
FREQUENCY:										
COL PCT	:	:	:	MARINE	:	:	AIR	:	:	
	:	ARMY	:	NAVY	:	CORPS	:	FORCE	:	TOTAL
-----+-----+-----+-----+-----+-----										
SAFE	:	177	:	308	:	171	:	96	:	752
	:	61.67	:	69.37	:	62.41	:	62.75	:	
-----+-----+-----+-----+-----+-----										
NEUTRAL	:	40	:	46	:	40	:	25	:	151
	:	13.94	:	10.36	:	14.60	:	16.34	:	
-----+-----+-----+-----+-----+-----										
UNSAFE	:	70	:	90	:	63	:	32	:	255
	:	24.39	:	20.27	:	22.99	:	20.92	:	
-----+-----+-----+-----+-----+-----										
TOTAL		287		444		274		153		1158

FREQUENCY MISSING = 19

TABLE OF Q13 BY Q1

Q13 (WORK HOURS/WEEK)		Q1 (COMPONENT)								
FREQUENCY		:	:	:	:	:				
COL	PCT	:	:	:MARINE	:AIR	:				
		:ARMY	:NAVY	:CORPS	:FORCE	:				
-----+-----+-----+-----+-----+										
60 HRS OR LESS	:	111	:	315	:	78	:	119	:	623
	:	38.14	:	70.00	:	28.47	:	74.84	:	
-----+-----+-----+-----+-----+										
>60 HRS	:	180	:	135	:	196	:	40	:	551
	:	61.86	:	30.00	:	71.53	:	25.16	:	
-----+-----+-----+-----+-----+										
TOTAL		291		450		274		159		1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q14 BY Q1

Q14 (PREVENTED FROM TAKING LEAVE)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
YES	: 104	: 111	: 137	: 60	: 412
	: 35.74	: 24.67	: 50.18	: 37.97	:
NO	: 187	: 339	: 136	: 98	: 760
	: 64.26	: 75.33	: 49.82	: 62.03	:
TOTAL	291	450	273	158	1172

FREQUENCY MISSING = 5

TABLE OF Q15 BY Q1

Q15 (ANNUAL LEAVE DENIED)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
YES	: 62	: 30	: 61	: 28	: 181
	: 21.31	: 6.67	: 22.34	: 17.61	:
NO	: 229	: 420	: 212	: 131	: 992
	: 78.69	: 93.33	: 77.66	: 82.39	:
TOTAL	291	450	273	159	1173

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q16 BY Q1

Q16 (ANNUAL LEAVE TAKEN)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
-----+-----+-----+-----+-----+						
0-7 DAYS	: 35 :	: 112 :	: 106 :	: 25 :	:	278
	: 11.99 :	: 24.94 :	: 38.69 :	: 15.72 :	:	
-----+-----+-----+-----+-----+						
8-14 DAYS	: 127 :	: 188 :	: 102 :	: 60 :	:	477
	: 43.49 :	: 41.87 :	: 37.23 :	: 37.74 :	:	
-----+-----+-----+-----+-----+						
15-29 DAYS	: 108 :	: 133 :	: 54 :	: 60 :	:	355
	: 36.99 :	: 29.62 :	: 19.71 :	: 37.74 :	:	
-----+-----+-----+-----+-----+						
30 OR MORE	: 22 :	: 16 :	: 12 :	: 14 :	:	64
	: 7.53 :	: 3.56 :	: 4.38 :	: 8.81 :	:	
-----+-----+-----+-----+-----+						
TOTAL	292	449	274	159		1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q17 BY Q1

Q17 (LEAVE DAYS WORKED)	Q1 (COMPONENT)				
FREQUENCY :					
COL PCT :			MARINE	AIR	
	ARMY	NAVY	CORPS	FORCE	TOTAL
NONE	66	166	82	25	339
	22.68	37.14	30.15	15.82	
1 TO 5%	67	125	48	36	276
	23.02	27.96	17.65	22.78	
6 TO 15%	90	88	57	38	273
	30.93	19.69	20.96	24.05	
16 TO 40%	48	40	58	43	189
	16.49	8.95	21.32	27.22	
> 40%	20	28	27	16	91
	6.87	6.26	9.93	10.13	
TOTAL	291	447	272	158	1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q18A BY Q1

Q18A(QUALITY OF HOUSING)			Q1 (COMPONENT)		
FREQUENCY:					
COL PCT	:	:	:	:	:
	:ARMY	:NAVY	:MARINE	:AIR	:
			:CORPS	:FORCE	TOTAL
-----+-----+-----+-----+-----+					
BETTER	: 82 :	: 102 :	: 84 :	: 47 :	385
	: 28.57 :	: 38.48 :	: 30.77 :	: 29.56 :	
-----+-----+-----+-----+-----+					
SAME	: 84 :	: 98 :	: 75 :	: 43 :	300
	: 29.27 :	: 21.92 :	: 27.47 :	: 27.04 :	
-----+-----+-----+-----+-----+					
WORSE	: 68 :	: 38 :	: 54 :	: 33 :	193
	: 23.69 :	: 8.50 :	: 19.78 :	: 20.75 :	
-----+-----+-----+-----+-----+					
N/A	: 53 :	: 139 :	: 60 :	: 36 :	288
	: 18.47 :	: 31.10 :	: 21.98 :	: 22.64 :	
-----+-----+-----+-----+-----+					
TOTAL	287	447	273	159	1166

FREQUENCY MISSING = 11

TABLE OF Q18B BY Q1

Q18B(COST OF HOUSING)			Q1 (COMPONENT)		
FREQUENCY:					
COL PCT	:	:	:	:	:
	:ARMY	:NAVY	:MARINE	:AIR	:
			:CORPS	:FORCE	TOTAL
MORE	: 187	: 234	: 156	: 106	: 683
	: 67.75	: 53.30	: 59.32	: 67.95	:
SAME	: 26	: 41	: 34	: 10	: 111
	: 9.42	: 9.34	: 12.93	: 6.41	:
LESS	: 8	: 25	: 13	: 4	: 50
	: 2.90	: 5.69	: 4.94	: 2.56	:
N/A	: 55	: 139	: 60	: 36	: 290
	: 19.93	: 31.66	: 22.81	: 23.08	:
TOTAL	276	439	263	156	1134

FREQUENCY MISSING = 43

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q19 BY Q1

Q19 (DISTANCE FROM MILITARY FACILITIES)					Q1 (COMPONENT)
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
1-30 MIN	74	132	80	43	329
	25.61	29.46	29.20	27.04	
31-60 MIN	54	81	56	30	221
	18.69	18.08	20.44	18.87	
61-90 MIN	41	73	42	19	175
	14.19	16.29	15.33	11.95	
91-120 MIN	34	59	32	22	147
	11.76	13.17	11.68	13.84	
> 2 HRS	86	103	64	45	298
	29.76	22.99	23.36	28.30	
TOTAL	289	448	274	159	1170

FREQUENCY MISSING = 7

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q20 BY Q1

Q20 (DISTANCE A PROBLEM TO FAMILY)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:					
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	:	35	62	33	20	150
	:	12.11	13.81	12.04	12.74	
REAL HARD	:	99	115	79	54	347
	:	34.26	25.61	28.83	34.39	
INCONVENIENCE	:	120	209	110	69	508
	:	41.52	46.55	40.15	43.95	
NO PROBLEM	:	35	63	52	14	164
	:	12.11	14.03	18.98	8.92	
TOTAL		289	449	274	157	1169

FREQUENCY MISSING = 8

TABLE OF Q21 BY Q1

Q21 (FAMILY INVOLVED IN RECRUITING JOB)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:					
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
FREQUENTLY	:	24	32	15	7	78
	:	9.06	7.90	6.00	5.04	
SOMETIMES	:	131	205	125	87	548
	:	49.43	50.62	50.00	62.59	
NEVER	:	110	168	110	45	433
	:	41.51	41.48	44.00	32.37	
TOTAL		265	405	250	139	1059

FREQUENCY MISSING = 118

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22A BY Q1

Q22A (REALISTIC PREVIEW OF RECRUITING) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE CORPS	: AIR FORCE	: TOTAL
AGREE	: 69	: 127	: 101	: 71	: 368
	: 23.55	: 28.22	: 36.86	: 44.65	
NEUTRAL	: 54	: 78	: 44	: 27	: 203
	: 18.43	: 17.33	: 16.06	: 16.98	
DISAGREE	: 170	: 245	: 129	: 61	: 605
	: 58.02	: 54.44	: 47.08	: 38.36	
TOTAL	293	450	274	159	1176

FREQUENCY MISSING = 1

TABLE OF Q22B BY Q1

Q22B (FAMILY WELL PREPARED) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE CORPS	: AIR FORCE	: TOTAL
AGREE	: 41	: 60	: 47	: 55	: 203
	: 14.04	: 13.45	: 17.22	: 34.81	
NEUTRAL	: 67	: 113	: 76	: 40	: 296
	: 22.95	: 25.34	: 27.84	: 25.32	
DISAGREE	: 184	: 273	: 150	: 63	: 670
	: 63.01	: 61.21	: 54.95	: 39.87	
TOTAL	292	446	273	158	1169

FREQUENCY MISSING = 8

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22C BY Q1

Q22C (RECEIVED GOOD TRAINING)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 155	: 259	: 207	: 90	: 711
	: 53.08	: 57.56	: 75.55	: 56.60	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 75	: 99	: 41	: 39	: 254
	: 25.68	: 22.00	: 14.96	: 24.53	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 62	: 92	: 26	: 30	: 210
	: 21.23	: 20.44	: 9.49	: 18.87	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	292	450	274	159	1175

FREQUENCY MISSING = 2

TABLE OF Q22D BY Q1

Q22D (SUFFICIENT TRAINING TIME)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 152	: 211	: 191	: 104	: 658
	: 52.05	: 46.99	: 69.71	: 65.41	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 74	: 102	: 48	: 31	: 255
	: 25.34	: 22.72	: 17.52	: 19.50	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 66	: 136	: 35	: 24	: 261
	: 22.60	: 30.29	: 12.77	: 15.09	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	292	449	274	159	1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22E BY Q1

Q22E (ASSISTED BY EXPERIENCED RECRUITER) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	ARMY	:	NAVY	:	MARINE :AIR
	:		:		:	CORPS :FORCE
	:		:		:	TOTAL
AGREE	:	152	:	212	:	191 : 106
	:	52.05	:	47.22	:	69.71 : 66.67
NEUTRAL	:	74	:	102	:	48 : 31
	:	25.34	:	22.72	:	17.52 : 19.50
DISAGREE	:	66	:	135	:	35 : 22
	:	22.60	:	30.07	:	12.77 : 13.84
TOTAL	:	292	:	449	:	274 : 159
	:		:		:	1174

FREQUENCY MISSING = 3

TABLE OF Q23A BY Q1

Q23A (GOALS ARE ACHIEVABLE) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	ARMY	:	NAVY	:	MARINE :AIR
	:		:		:	CORPS :FORCE
	:		:		:	TOTAL
AGREE	:	201	:	365	:	218 : 125
	:	68.60	:	81.47	:	79.56 : 79.11
NEUTRAL	:	57	:	58	:	44 : 22
	:	19.45	:	12.95	:	16.06 : 13.92
DISAGREE	:	35	:	25	:	12 : 11
	:	11.95	:	5.58	:	4.38 : 6.96
TOTAL	:	293	:	448	:	274 : 158
	:		:		:	1173

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23B BY Q1

Q23B (MARKET IS ADEQUATE TO MAKE GOAL) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 160	: 217	: 190	: 123	: 790
	: 54.61	: 70.76	: 69.85	: 77.85	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 55	: 70	: 46	: 18	: 189
	: 18.77	: 15.63	: 16.91	: 11.39	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 78	: 61	: 36	: 17	: 192
	: 26.62	: 13.62	: 13.24	: 10.76	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	448	272	158	1171

FREQUENCY MISSING = 6

TABLE OF Q23C BY Q1

Q23C (DEP EVENTS HELP ACHIEVE GOAL) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 117	: 209	: 166	: 43	: 535
	: 39.93	: 46.65	: 60.58	: 27.39	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 90	: 151	: 77	: 66	: 384
	: 30.72	: 33.71	: 28.10	: 42.04	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 86	: 88	: 31	: 48	: 253
	: 29.35	: 19.64	: 11.31	: 30.57	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	448	274	157	1172

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23D BY Q1

Q23D (GOAL HAS "MAKE OR BREAK" EFFECT) Q1 (COMPONENT)

FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 240	: 287	: 229	: 119	: 675
	: 81.91	: 64.21	: 83.88	: 75.32	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 29	: 112	: 32	: 22	: 195
	: 9.90	: 25.06	: 11.72	: 13.92	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 24	: 48	: 12	: 17	: 101
	: 8.19	: 10.74	: 4.40	: 10.76	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	447	273	158	1171

FREQUENCY MISSING = 6

TABLE OF Q23E BY Q1

Q23E (PRESSURED AFTER MAKING GOAL) Q1 (COMPONENT)

FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 230	: 337	: 183	: 118	: 868
	: 79.04	: 75.39	: 66.79	: 75.16	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 41	: 76	: 55	: 23	: 195
	: 14.09	: 17.00	: 20.07	: 14.65	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 20	: 34	: 36	: 16	: 106
	: 6.87	: 7.61	: 13.14	: 10.19	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	291	447	274	157	1169

FREQUENCY MISSING = 8

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23F BY Q1

Q23F(PUNISHED WHEN GOAL IS MISSED)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	:ARMY	:NAVY	:MARINE :CORPS	:AIR :FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 179	: 154	: 122	: 54	: 507
	: 61.09	: 34.53	: 45.02	: 33.12	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 82	: 167	: 92	: 58	: 399
	: 27.99	: 37.44	: 33.95	: 36.94	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 32	: 125	: 57	: 47	: 261
	: 10.92	: 28.03	: 21.03	: 29.94	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	446	271	157	1167

FREQUENCY MISSING = 10

TABLE OF Q23G BY Q1

Q23G(ALLOWED TO MAKE UP MISSED GOAL)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	:ARMY	:NAVY	:MARINE :CORPS	:AIR :FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
AGREE	: 112	: 131	: 81	: 108	: 432
	: 38.23	: 29.31	: 29.67	: 68.35	:
-----+	-----+	-----+	-----+	-----+	-----+
NEUTRAL	: 104	: 114	: 65	: 30	: 313
	: 35.49	: 25.50	: 23.81	: 18.99	:
-----+	-----+	-----+	-----+	-----+	-----+
DISAGREE	: 77	: 202	: 127	: 20	: 426
	: 26.28	: 45.19	: 46.52	: 12.66	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	447	273	158	1171

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23H BY Q1

Q23H (RECEIVE ADEQUATE SUPPORT)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
AGREE	: 152	: 245	: 153	: 66	: 616
	: 52.05	: 54.69	: 56.04	: 41.77	:
NEUTRAL	: 50	: 66	: 41	: 29	: 186
	: 17.12	: 14.73	: 15.02	: 18.35	:
DISAGREE	: 90	: 137	: 79	: 63	: 369
	: 30.82	: 30.58	: 28.94	: 33.87	:
TOTAL	292	448	273	158	1171

FREQUENCY MISSING = 6

TABLE OF Q23I BY Q1

Q23I (PAPERWORK INTERFERES WITH MAKING GOAL)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
AGREE	: 187	: 129	: 117	: 90	: 523
	: 64.26	: 28.92	: 42.70	: 56.96	:
NEUTRAL	: 74	: 179	: 77	: 38	: 368
	: 25.43	: 40.13	: 28.10	: 24.05	:
DISAGREE	: 30	: 138	: 80	: 30	: 278
	: 10.31	: 30.94	: 29.20	: 18.99	:
TOTAL	291	446	274	158	1169

FREQUENCY MISSING = 8

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23J BY Q1

Q23J(SUPERVISORS HELP WITH PROBLEMS) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	
AGREE	:	137	252	12	90	615
	:	46.92	56.25	49.64	57.32	
-----+	-----+	-----+	-----+	-----+	-----+	
NEUTRAL	:	82	97	77	35	291
	:	28.08	21.65	28.10	22.29	
-----+	-----+	-----+	-----+	-----+	-----+	
DISAGREE	:	73	99	61	32	265
	:	25.00	22.10	22.26	20.38	
-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL		292	448	274	157	1171

FREQUENCY MISSING = 6

TABLE OF Q24 BY Q1

Q24 (MONTHS GOALS ACHIEVED) Q1 (COMPONENT)

FREQUENCY

COL PCT	:	:	:	:	:	:
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	
5 MONTHS OR	:	48	44	26	7	125
LESS	:	16.84	10.16	9.92	4.93	
-----+	-----+	-----+	-----+	-----+	-----+	
6-8 MONTHS	:	106	96	69	34	305
	:	37.19	22.17	26.34	23.94	
-----+	-----+	-----+	-----+	-----+	-----+	
9-12 MONTHS	:	131	293	167	101	692
	:	45.96	67.67	63.74	71.13	
-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL		285	433	262	142	1122

FREQUENCY MISSING = 55

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q25 BY Q1

Q25 (PERCENT GOAL ACHIEVED)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
N/A	:	:	:	:	:	
	7	16	13	8		44
	2.39	3.58	4.74	5.03		
0-75	:	:	:	:	:	
	50	68	52	14		184
	17.06	15.21	18.98	8.81		
76 TO 100%	:	:	:	:	:	
	123	161	129	29		442
	41.98	36.02	47.08	18.24		
101 TO 125%	:	:	:	:	:	
	68	138	58	69		333
	23.21	30.87	21.17	43.40		
126 TO 150%	:	:	:	:	:	
	30	36	19	24		109
	10.24	8.05	6.93	15.09		
> 150%	:	:	:	:	:	
	15	28	3	15		61
	5.12	6.26	1.09	9.43		
TOTAL	293	447	274	159		1173

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q26 BY Q1

Q26 (LIKELIHOOD TO MAKE GOAL)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:	:	:	
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
NA	:	1	3	5	1	10
	:	0.34	0.67	1.82	0.63	
DIFFICULT	:	131	120	76	27	354
	:	44.71	26.79	27.74	16.98	
SHOULD MAKE GOAL	:	147	282	166	103	698
	:	50.17	62.95	60.58	64.78	
SHOULD EXCEED	:	14	43	27	28	112
	:	4.78	9.60	9.85	17.61	
TOTAL	:	293	448	274	159	1174

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q27 BY Q1

Q27 (SELF SUCCESS RATING)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:	:	:	
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
ONE OF THE BEST	:	92	127	85	42	346
	:	31.40	28.48	31.02	26.58	
BETTER THAN MOST	:	72	107	72	38	289
	:	24.57	23.99	26.28	24.05	
ABOVE AVERAGE	:	97	172	95	65	429
	:	33.11	38.57	34.67	41.14	
SOMEWHAT BELOW	:	27	33	19	8	87
	:	9.22	7.40	6.93	5.06	
BELOW AVERAGE	:	5	7	3	5	20
	:	1.71	1.57	1.09	3.16	
TOTAL		293	446	274	158	1171

FREQUENCY MISSING = 6

TABLE OF Q28A BY Q1

Q28A (MILEAGE RESTRICTIONS CAUSE PROBLEMS)
Q1 (COMPONENT)

FREQUENCY:						
COL PCT	:	:	:	:	:	
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
AGREE	:	118	186	87	71	462
	:	40.41	41.43	31.75	44.94	
NEUTRAL	:	93	122	82	53	350
	:	31.85	27.17	29.93	33.54	
DISAGREE	:	81	141	105	34	361
	:	27.74	31.40	38.32	21.52	
TOTAL		292	449	274	158	1173

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q28B BY Q1

Q28B(FREEDOM TO PLAN AND PERFORM JOB) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	:	TOTAL
AGREE	: 139	: 308	: 201	: 100	:	756
	: 47.60	: 68.60	: 73.63	: 68.35	:	
NEUTRAL	: 45	: 72	: 29	: 16	:	162
	: 15.41	: 16.04	: 10.62	: 10.13	:	
DISAGREE	: 108	: 69	: 43	: 34	:	254
	: 36.99	: 15.37	: 15.75	: 21.52	:	
TOTAL	292	449	273	158		1172

FREQUENCY MISSING = 5

TABLE OF Q28C BY Q1

Q28C(GOOD SUPERVISOR SUPPORT) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	:	TOTAL
AGREE	: 132	: 265	: 162	: 102	:	661
	: 45.21	: 59.02	: 59.34	: 64.56	:	
NEUTRAL	: 82	: 96	: 67	: 37	:	282
	: 28.08	: 21.38	: 24.54	: 23.42	:	
DISAGREE	: 78	: 88	: 44	: 19	:	229
	: 26.71	: 19.60	: 16.12	: 12.03	:	
TOTAL	292	449	273	158		1172

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q28D BY Q1

Q28D (TEAMWORK WITH SUPERIORS)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 124	: 248	: 155	: 97	: 624
	: 42.47	: 55.23	: 56.57	: 61.39	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 86	: 105	: 68	: 30	: 289
	: 29.45	: 23.39	: 24.82	: 18.99	:
-----+-----+-----+-----+-----+					
DISAGREE	: 82	: 96	: 51	: 31	: 260
	: 28.08	: 21.38	: 18.61	: 19.62	:
-----+-----+-----+-----+-----+					
TOTAL	292	449	274	158	1173

FREQUENCY MISSING = 4

TABLE OF Q29A BY Q1

Q29A (SUPERVISORS UNDERSTAND/HELP)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 126	: 232	: 146	: 95	: 599
	: 43.30	: 51.67	: 53.28	: 60.13	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 76	: 101	: 77	: 34	: 288
	: 26.12	: 22.49	: 28.10	: 21.52	:
-----+-----+-----+-----+-----+					
DISAGREE	: 89	: 116	: 51	: 29	: 285
	: 30.58	: 25.84	: 18.61	: 18.35	:
-----+-----+-----+-----+-----+					
TOTAL	291	449	274	158	1172

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29B BY Q1

Q29B (OFFICERS EVALUATE OVERALL RECORD) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	
	:	:	:	:	:	
	:	:	:	:	:	
	:	:	:	:	:	
AGREE	:	:	:	:	:	
	:	:	:	:	:	
NEUTRAL	:	:	:	:	:	
	:	:	:	:	:	
DISAGREE	:	:	:	:	:	
	:	:	:	:	:	
TOTAL	:	:	:	:	:	

FREQUENCY MISSING = 13

TABLE OF Q29C BY Q1

Q29C (RECOGNIZED FOR GOOD JOB) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	
	:	:	:	:	:	
	:	:	:	:	:	
	:	:	:	:	:	
AGREE	:	:	:	:	:	
	:	:	:	:	:	
NEUTRAL	:	:	:	:	:	
	:	:	:	:	:	
DISAGREE	:	:	:	:	:	
	:	:	:	:	:	
TOTAL	:	:	:	:	:	

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29D BY Q1

Q29D (ATTAINED GOOD CIVILIAN JOB SKILLS) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	
	:	:	:	:	:	
	: ARMY	: NAVY	: MARINE	: AIR	:	TOTAL
	:	:	: CORPS	: FORCE	:	
AGREE	: 156	: 238	: 182	: 100	:	676
	: 53.42	: 53.01	: 66.42	: 63.29	:	
NEUTRAL	: 107	: 151	: 70	: 43	:	371
	: 36.64	: 33.63	: 25.55	: 27.22	:	
DISAGREE	: 29	: 60	: 22	: 15	:	126
	: 9.93	: 13.36	: 8.03	: 9.49	:	
TOTAL	292	449	274	158		1173

FREQUENCY MISSING = 4

TABLE OF Q29E BY Q1

Q29E (IMPORTANT/CHALLENGING WORK) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	
	:	:	:	:	:	
	: ARMY	: NAVY	: MARINE	: AIR	:	TOTAL
	:	:	: CORPS	: FORCE	:	
AGREE	: 243	: 367	: 238	: 136	:	984
	: 83.51	: 82.10	: 86.86	: 86.08	:	
NEUTRAL	: 34	: 59	: 26	: 16	:	135
	: 11.68	: 13.20	: 9.49	: 10.13	:	
DISAGREE	: 14	: 21	: 10	: 6	:	51
	: 4.81	: 4.70	: 3.65	: 3.80	:	
TOTAL	291	447	274	158		1170

FREQUENCY MISSING = 7

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29F BY Q1

Q29F (RECRUITER PAY IS SUFFICIENT)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 60	: 101	: 58	: 19	: 238
	: 20.55	: 22.49	: 21.17	: 12.03	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 44	: 73	: 37	: 23	: 177
	: 15.07	: 16.26	: 13.50	: 14.56	:
-----+-----+-----+-----+-----+					
DISAGREE	: 188	: 275	: 179	: 116	: 758
	: 64.38	: 61.25	: 65.33	: 73.42	:
-----+-----+-----+-----+-----+					
TOTAL	292	449	274	158	1173

FREQUENCY MISSING = 4

TABLE OF Q29G BY Q1

Q29G (TIME/MATERIALS FOR ADVANCEMENT TEST)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 39	: 113	: 12	: 37	: 201
	: 13.40	: 25.22	: 4.46	: 23.42	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 112	: 84	: 145	: 43	: 384
	: 38.49	: 18.75	: 53.90	: 27.22	:
-----+-----+-----+-----+-----+					
DISAGREE	: 140	: 251	: 112	: 78	: 581
	: 48.11	: 56.03	: 41.64	: 49.37	:
-----+-----+-----+-----+-----+					
TOTAL	291	448	269	158	1166

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29H BY Q1

Q29H (PROMOTION OPPORTUNITY BETTER)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	: MARINE	: AIR	:
	: ARMY	: NAVY	: CORPS	: FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 107	: 121	: 103	: 22	: 384
	: 36.77	: 27.01	: 48.18	: 13.92	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 89	: 139	: 71	: 27	: 326
	: 30.58	: 31.03	: 25.91	: 17.09	:
-----+-----+-----+-----+-----+					
DISAGREE	: 95	: 188	: 71	: 109	: 463
	: 32.65	: 41.96	: 25.91	: 68.99	:
-----+-----+-----+-----+-----+					
TOTAL	291	448	274	158	1171

FREQUENCY MISSING = 6

TABLE OF Q29I BY Q1

Q29I (GOOD RECRUITERS ALLOWED TO EXTEND)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	: MARINE	: AIR	:
	: ARMY	: NAVY	: CORPS	: FORCE	: TOTAL
-----+-----+-----+-----+-----+					
AGREE	: 224	: 358	: 219	: 121	: 922
	: 76.71	: 79.91	: 79.93	: 76.58	:
-----+-----+-----+-----+-----+					
NEUTRAL	: 56	: 78	: 46	: 32	: 212
	: 19.18	: 17.41	: 16.79	: 20.25	:
-----+-----+-----+-----+-----+					
DISAGREE	: 12	: 12	: 9	: 5	: 38
	: 4.11	: 2.68	: 3.28	: 3.16	:
-----+-----+-----+-----+-----+					
TOTAL	292	448	274	158	1172

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q30 BY Q1

Q30 (LOSING APPLICANTS TO OTHER SERVICES)

Q1 (COMPONENT)

FREQUENCY:

COL PCT	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
YES	211	200	187	108	788
	72.26	63.66	69.00	68.35	
NO	81	161	84	50	376
	27.74	36.34	31.00	31.65	
TOTAL	292	443	271	158	1164

FREQUENCY MISSING = 13

TABLE OF Q31A BY Q1

Q31A (BETTER CASH BONUS INCENTIVES)

Q1 (COMPONENT)

FREQUENCY

COL PCT	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	82	169	87	51	389
	27.99	37.47	31.75	32.08	
SELECTED	4	49	82	67	202
	1.37	10.86	29.93	42.14	
NOT SELECTED	207	233	105	41	586
	70.65	51.66	38.32	25.79	
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31B BY Q1

Q31B (BETTER QUALITY OF LIFE)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
N/A	:	82	169	87	51	389
	:	27.99	37.47	31.75	32.08	
SELECTED	:	85	67	56	0	208
	:	29.01	14.86	20.44	0.00	
NOT SELECTED	:	126	215	131	108	580
	:	43.00	47.67	47.81	67.92	
TOTAL	:	293	451	274	159	1177

TABLE OF Q31C BY Q1

Q31C (BETTER EDUCATIONAL BENEFITS)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
N/A	:	82	169	87	51	389
	:	27.99	37.47	31.75	32.08	
SELECTED	:	4	43	109	39	195
	:	1.37	9.53	39.78	24.53	
NOT SELECTED	:	207	239	78	69	593
	:	70.65	52.99	28.47	43.40	
TOTAL	:	293	451	274	159	1177

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ACTIVE SERVICE PRODUCTION RECRUITERS
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TABLE OF Q31D BY Q1

Q31D (BETTER IMAGE)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
N/A	: 82	: 169	: 87	: 51	:	389
	: 27.99	: 37.47	: 31.75	: 32.08	:	
SELECTED	: 146	: 112	: 19	: 1	:	278
	: 49.83	: 24.83	: 6.93	: 0.63	:	
NOT SELECTED	: 65	: 170	: 168	: 107	:	510
	: 22.18	: 37.69	: 61.31	: 67.30	:	
TOTAL	293	451	274	159		1177

TABLE OF Q31E BY Q1

Q31E (BETTER LENGTH OF CONTRACT)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
N/A	: 82	: 169	: 87	: 51	:	389
	: 27.99	: 37.47	: 31.75	: 32.08	:	
SELECTED	: 6	: 14	: 90	: 33	:	143
	: 2.05	: 3.10	: 32.85	: 20.75	:	
NOT SELECTED	: 205	: 268	: 97	: 75	:	645
	: 69.97	: 59.42	: 35.40	: 47.17	:	
TOTAL	293	451	274	159		1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31F BY Q1

Q31F (BETTER ADVERTISING)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
N/A	:	82	169	87	51	389
	:	27.99	37.47	31.75	32.08	
SELECTED	:	80	204	90	52	426
	:	27.30	45.23	32.85	32.70	
NOT SELECTED	:	131	78	97	56	362
	:	44.71	17.29	35.40	35.22	
TOTAL		293	451	274	159	1177

TABLE OF Q31G BY Q1

Q31G (BETTER PROMOTIONAL ITEMS)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
N/A	:	82	169	87	51	389
	:	27.99	37.47	31.75	32.08	
SELECTED	:	84	130	64	37	315
	:	28.67	28.82	23.36	23.27	
NOT SELECTED	:	127	152	123	71	473
	:	43.34	33.70	44.89	44.65	
TOTAL		293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31H BY Q1

Q31H (BETTER SKILL TRAINING)				Q1 (COMPONENT)	
FREQUENCY	:				
COL PCT	:			MARINE	AIR
	:	ARMY	NAVY	CORPS	FORCE
	:				
N/A	:	82	169	87	51
	:	27.99	37.47	31.75	32.08
	:				
SELECTED	:	13	2	17	2
	:	4.44	0.44	6.20	1.26
	:				
NOT SELECTED	:	198	280	170	106
	:	67.58	62.08	62.04	66.67
	:				
TOTAL	:	293	451	274	159
	:				

TABLE OF Q31I BY Q1

Q31I (OTHER REASONS FOR LOSING APPLICANTS)					Q1 (COMPONENT)
FREQUENCY	:	:	:	:	:
COL PCT	:	:	MARINE	AIR	:
	ARMY	NAVY	CORPS	FORCE	TOTAL
N/A	82	169	87	51	389
	27.99	37.47	31.75	32.08	
SELECTED	55	62	56	52	225
	18.77	13.75	20.44	32.70	
NOT SELECTED	156	220	131	56	563
	53.24	48.78	47.81	35.22	
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q32 BY Q1

Q32 (FREQUENCY OF RECRUITER IMPROPRIETIES) Q1 (COMPONENT)

FREQUENCY	:					
COL PCT	:			:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE	:
						TOTAL
FREQUENTLY	:	39	37	27	13	116
	:	13.40	8.41	9.96	8.23	
OCCASIONALLY	:	96	160	76	39	371
	:	32.99	36.36	28.04	24.68	
SELDOM	:	128	201	133	94	556
	:	43.99	45.68	49.08	59.49	
NEVER	:	28	42	35	12	117
	:	9.62	9.55	12.92	7.59	
TOTAL		291	440	271	158	1160

FREQUENCY MISSING = 17

TABLE OF Q33A BY Q1

Q33A (UNREALISTIC GOALS) Q1 (COMPONENT)

FREQUENCY	:					
COL PCT	:			:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE	:
						TOTAL
GREATLY	:	60	61	37	13	171
	:	22.99	15.29	16.16	9.03	
SOME	:	141	199	125	69	534
	:	54.02	49.87	54.59	47.92	
NOT AT ALL	:	60	139	67	62	328
	:	22.99	34.84	29.26	43.06	
TOTAL		261	399	229	144	1033

FREQUENCY MISSING = 144

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33B BY Q1

Q33B (EMPHASIS ON HIGH QUALITY)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
GREATLY :	92 :	106 :	91 :	22 :	311
:	35.38 :	26.63 :	39.74 :	15.28 :	
SOME :	131 :	216 :	104 :	71 :	522
:	50.38 :	54.27 :	45.41 :	49.31 :	
NOT AT ALL :	37 :	76 :	34 :	51 :	198
:	14.23 :	19.10 :	14.85 :	35.42 :	
TOTAL	260	398	229	144	1031

FREQUENCY MISSING = 146

TABLE OF Q33C BY Q1

Q33C (PRESSURES BY SUPERIORS)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
GREATLY :	178 :	235 :	135 :	71 :	619
:	68.46 :	59.19 :	58.95 :	49.31 :	
SOME :	68 :	136 :	81 :	54 :	339
:	26.15 :	34.26 :	35.37 :	37.50 :	
NOT AT ALL :	14 :	26 :	13 :	19 :	72
:	5.38 :	6.55 :	5.68 :	13.19 :	
TOTAL	260	397	229	144	1030

FREQUENCY MISSING = 147

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33D BY Q1

Q33D (SELF-IMPOSED PRESSURE)					Q1 (COMPONENT)	
FREQUENCY :						
COL PCT :	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
-----+-----+-----+-----+-----+						
GREATLY :	84 :	115 :	76 :	43 :		318
	: 32.18 :	: 28.97 :	: 33.48 :	: 29.86 :		
-----+-----+-----+-----+-----+						
SOME :	140 :	218 :	122 :	82 :		562
	: 53.64 :	: 54.91 :	: 53.74 :	: 56.94 :		
-----+-----+-----+-----+-----+						
NOT AT ALL :	37 :	64 :	29 :	19 :		149
	: 14.18 :	: 16.12 :	: 12.78 :	: 13.19 :		
-----+-----+-----+-----+-----+						
TOTAL	261	397	227	144		1029

FREQUENCY MISSING = 148

TABLE OF Q33E BY Q1

Q33E (UNREALISTIC MORAL STANDARDS)					Q1 (COMPONENT)	
FREQUENCY :						
COL PCT :	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
-----+-----+-----+-----+-----+						
GREATLY :	60 :	83 :	80 :	61 :		284
	: 23.17 :	: 20.85 :	: 34.93 :	: 42.36 :		
-----+-----+-----+-----+-----+						
SOME :	119 :	183 :	90 :	59 :		451
	: 45.95 :	: 45.98 :	: 39.30 :	: 40.97 :		
-----+-----+-----+-----+-----+						
NOT AT ALL :	80 :	132 :	59 :	24 :		295
	: 30.89 :	: 33.17 :	: 25.76 :	: 16.67 :		
-----+-----+-----+-----+-----+						
TOTAL	259	398	229	144		1030

FREQUENCY MISSING = 147

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33F BY Q1

Q33F (FEAR OF PERFORMANCE RATING)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+-----+-----+-----+-----+					
GREATLY :	118 :	134 :	108 :	61 :	421
:	45.21 :	33.75 :	47.37 :	42.36 :	
-----+-----+-----+-----+-----+					
SOME :	111 :	198 :	100 :	62 :	471
:	42.53 :	49.87 :	43.86 :	43.06 :	
-----+-----+-----+-----+-----+					
NOT AT ALL :	32 :	65 :	20 :	21 :	138
:	12.26 :	16.37 :	8.77 :	14.58 :	
-----+-----+-----+-----+-----+					
TOTAL	261	397	228	144	1030

FREQUENCY MISSING = 147

TABLE OF Q33G BY Q1

Q33G (TOO LITTLE TIME FOR PAPERWORK)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+-----+-----+-----+-----+					
GREATLY :	43 :	34 :	33 :	28 :	138
:	16.48 :	8.54 :	14.54 :	19.44 :	
-----+-----+-----+-----+-----+					
SOME :	118 :	165 :	91 :	68 :	442
:	45.21 :	41.46 :	40.09 :	47.22 :	
-----+-----+-----+-----+-----+					
NOT AT ALL :	100 :	199 :	103 :	48 :	450
:	38.31 :	50.00 :	45.37 :	33.33 :	
-----+-----+-----+-----+-----+					
TOTAL	261	398	227	144	1030

FREQUENCY MISSING = 147

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33H BY Q1

Q33H (NO TEAMWORK WITH SUPERVISORS)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
GREATLY	50	94	47	25	216
	19.23	23.62	20.52	17.36	
SOME	130	167	100	61	458
	50.00	41.96	43.67	42.36	
NOT AT ALL	80	137	82	58	357
	30.77	34.42	35.81	40.28	
TOTAL	260	398	229	144	1031

FREQUENCY MISSING = 146

TABLE OF Q33I BY Q1

Q33I (INAPPROPRIATE PEOPLE RECRUITING)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
GREATLY	59	146	85	30	320
	22.69	36.78	36.96	20.83	
SOME	129	175	108	73	485
	49.62	44.08	46.96	50.69	
NOT AT ALL	72	76	37	41	226
	27.69	19.14	16.09	28.47	
TOTAL	260	397	230	144	1031

FREQUENCY MISSING = 146

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q34 BY Q1

Q34 (SEXUAL MISCONDUCT RECRUITERS/APPLICANTS)
Q1 (COMPONENT)

FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
FREQUENTLY :	13 :	6 :	5 :	3 :	27
:	4.48 :	1.34 :	1.85 :	1.92 :	
OCCASIONALLY :	49 :	56 :	24 :	21 :	150
:	16.90 :	12.50 :	8.86 :	13.46 :	
SELDOM :	151 :	226 :	118 :	83 :	578
:	52.07 :	50.45 :	43.54 :	53.21 :	
NEVER :	77 :	160 :	124 :	49 :	410
:	26.55 :	35.71 :	45.76 :	31.41 :	
TOTAL :	290 :	448 :	271 :	156 :	1165

FREQUENCY MISSING = 12

TABLE OF Q35 BY Q1

Q35 (CHOICE FOR NEXT ASSIGNMENT) Q1 (COMPONENT)

FREQUENCY:					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
REMAIN :	88 :	137 :	100 :	76 :	401
:	30.34 :	30.58 :	36.76 :	48.72 :	
PREV OCC :	132 :	234 :	102 :	43 :	511
:	45.52 :	52.23 :	37.50 :	27.56 :	
NEW SPEC :	63 :	53 :	58 :	34 :	208
:	21.72 :	11.83 :	21.32 :	21.79 :	
LEAVE :	7 :	24 :	12 :	3 :	46
:	2.41 :	5.36 :	4.41 :	1.92 :	
TOTAL :	290 :	448 :	272 :	156 :	1166

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q36A BY Q1

Q36A(SATISFACTION WITH RECRUITING)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
SAT	112	209	122	93	536
	39.16	47.50	46.39	59.24	
NEITHER	56	83	62	19	220
	19.58	18.86	23.57	12.10	
DISSAT	118	148	79	45	390
	41.26	33.64	30.04	28.66	
TOTAL	286	440	263	157	1146

FREQUENCY MISSING = 31

TABLE OF Q36B BY Q1

Q36B(SATISFACTION WITH MILITARY LIFE)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
SAT	274	399	241	152	1066
	96.14	90.68	91.29	96.82	
NEITHER	8	26	14	4	52
	2.81	5.91	5.30	2.55	
DISSAT	3	15	9	1	28
	1.05	3.41	3.41	0.64	
TOTAL	285	440	264	157	1146

FREQUENCY MISSING = 31

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q37 BY Q1

Q37 (RECRUITING MARKET)	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	
COL PCT	:	:	:	:	
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
NA	15	12	21	13	61
	5.15	2.68	7.69	8.28	
URBAN/METRO	73	113	60	34	280
	25.09	25.28	21.98	21.66	
MORE URBAN	30	44	29	13	116
	10.31	9.84	10.62	8.28	
HALF URBAN/HALF	78	81	61	32	252
	26.80	18.12	22.34	20.38	
RURAL	69	109	66	45	289
	23.71	24.38	24.18	28.66	
MORE RURAL	26	88	36	20	170
	8.93	19.69	13.19	12.74	
TOTAL	291	447	273	157	1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q38 BY Q1

Q38 (HIGH SCHOOL SENIORS)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:					
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	TOTAL
SKILL	:	15	12	21	13	61
	:	5.21	2.68	7.66	8.33	
< 500	:	115	112	41	0	268
	:	39.93	25.00	14.96	0.00	
500 TO 1000	:	100	153	133	12	398
	:	34.72	34.15	48.54	7.69	
1001 TO 2000	:	41	107	44	56	248
	:	14.24	23.88	16.06	35.90	
2001 TO 3000	:	11	35	19	35	100
	:	3.82	7.81	6.93	22.44	
> 3000	:	6	29	16	40	91
	:	2.08	6.47	5.84	25.64	
TOTAL	:	288	448	274	156	1166

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q39 BY Q1

Q39 (QUALIFIED SENIORS)	Q1 (COMPONENT)				
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	15	12	21	13	61
	5.21	2.68	7.66	8.39	
0 TO 20%	59	39	20	27	145
	20.49	8.71	7.30	17.42	
21 TO 40%	101	155	87	65	408
	35.07	34.60	31.75	41.94	
41 TO 60%	89	162	95	39	385
	30.90	36.16	34.67	25.16	
61 TO 80%	20	77	44	9	150
	6.94	17.19	16.06	5.81	
81 TO 100%	4	3	7	2	16
	1.39	0.67	2.55	1.29	
TOTAL	288	448	274	155	1165

FREQUENCY MISSING = 12

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q40 BY Q1

Q40 (REASONABLE PROSPECTS)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:	:	:	
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
N/A	:	15	12	21	13	61
	:	5.21	2.68	7.69	8.39	
0 TO 5%	:	52	36	21	30	139
	:	18.06	8.04	7.69	19.35	
6 TO 15%	:	108	141	81	49	379
	:	37.50	31.47	29.67	31.61	
16 TO 30%	:	75	142	80	42	339
	:	26.04	31.70	29.30	27.10	
31 TO 50%	:	30	98	53	18	199
	:	10.42	21.88	19.41	11.61	
61 TO 100%	:	8	19	17	3	47
	:	2.78	4.24	6.23	1.94	
TOTAL		288	448	273	155	1164

FREQUENCY MISSING = 13

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q41 BY Q1

Q41 (COLLEGE BOUND)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:	:	:	
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	:	15	12	21	13	61
	:	5.24	2.68	7.69	8.33	
0 TO 25%	:	6	16	6	2	30
	:	2.10	3.57	2.20	1.28	
26 TO 50%	:	27	71	52	24	174
	:	9.44	15.85	19.05	15.38	
51 TO 75%	:	129	242	132	78	581
	:	45.10	54.02	48.35	50.00	
76 TO 100%	:	109	107	62	39	317
	:	38.11	23.88	22.71	25.00	
TOTAL	:	286	448	273	156	1163

FREQUENCY MISSING = 14

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q42 BY Q1

Q42 (COLLEGE BOUND/NEED FINANCIAL AID)					Q1 (COMPONENT)
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	15	12	21	13	61
	5.17	2.68	7.69	8.28	
0 TO 25%	40	69	32	15	156
	13.79	15.40	11.72	9.55	
26 TO 50%	111	135	84	62	392
	38.28	30.13	30.77	39.49	
51 TO 75%	99	169	100	50	418
	34.14	37.72	36.63	31.85	
76 TO 100%	25	63	36	17	141
	8.62	14.06	13.19	10.83	
TOTAL	290	448	273	157	1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43A BY Q1

Q43A(TALK TO SENIORS ANYTIME)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	:ARMY	:NAVY	:MARINE :CORPS	:AIR :FORCE	: TOTAL
N/A	: 15	: 12	: 21	: 13	: 61
	: 5.17	: 2.68	: 7.66	: 8.28	:
AGREE	: 109	: 186	: 95	: 52	: 442
	: 37.59	: 41.61	: 34.67	: 33.12	:
NEUTRAL	: 46	: 65	: 41	: 19	: 171
	: 15.86	: 14.54	: 14.96	: 12.10	:
DISAGREE	: 120	: 184	: 117	: 73	: 494
	: 41.38	: 41.16	: 42.70	: 46.50	:
TOTAL	290	447	274	157	1168
FREQUENCY MISSING :: 9					

TABLE OF Q43B BY Q1

Q43B (DISPLAY POSTERS)

Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	: ARMY	: NAVY	: MARINE	: AIR	: FORCE	: TOTAL
N/A	: 15	: 12	: 21	: 13	:	61
	: 5.17	: 2.68	: 7.66	: 8.28	:	
AGREE	: 187	: 301	: 165	: 102	:	755
	: 64.48	: 67.34	: 60.22	: 64.97	:	
NEUTRAL	: 48	: 74	: 49	: 23	:	194
	: 16.55	: 16.55	: 17.88	: 14.65	:	
DISAGREE	: 40	: 60	: 39	: 19	:	158
	: 13.79	: 13.42	: 14.23	: 12.10	:	
TOTAL	290	447	274	157		1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43C BY Q1

Q43C (SPEAK TO CLASSES)			Q1 (COMPONENT)							
FREQUENCY:										
COL	PCT	:	:	:	:	:				
	: ARMY	:	: NAVY	:	: MARINE : AIR	:				
		:	: CORPS	:	: FORCE	: TOTAL				
-----+-----+-----+-----+-----+-----+-----										
N/A	:	15	:	12	:	21	:	13	:	61
	:	5.21	:	2.68	:	7.66	:	8.28	:	
-----+-----+-----+-----+-----+-----+-----										
AGREE	:	108	:	191	:	102	:	49	:	450
	:	37.50	:	42.73	:	37.23	:	31.21	:	
-----+-----+-----+-----+-----+-----+-----										
NEUTRAL	:	45	:	105	:	65	:	39	:	254
	:	15.63	:	23.49	:	23.72	:	24.84	:	
-----+-----+-----+-----+-----+-----+-----										
DISAGREE	:	120	:	139	:	86	:	56	:	401
	:	41.67	:	31.10	:	31.39	:	35.67	:	
-----+-----+-----+-----+-----+-----+-----										
TOTAL		288		447		274		157		1166

FREQUENCY MISSING = 11

TABLE OF Q43D BY Q1

Q43D (COUNSELORS ENCOURAGE MILITARY)					Q1 (COMPONENT)	
FREQUENCY:						
COL PCT	:	:	:	MARINE	AIR	:
	:	ARMY	NAVY	CORPS	FORCE	TOTAL
-----+-----+-----+-----+-----+-----+						
N/A	:	15	12	21	13	61
	:	5.19	2.69	7.69	8.33	
-----+-----+-----+-----+-----+-----+						
AGREE	:	38	109	54	39	240
	:	13.15	24.44	19.78	25.00	
-----+-----+-----+-----+-----+-----+						
NEUTRAL	:	66	106	65	34	271
	:	22.84	23.77	23.81	21.79	
-----+-----+-----+-----+-----+-----+						
DISAGREE	:	170	219	133	70	592
	:	58.82	49.10	48.72	44.87	
-----+-----+-----+-----+-----+-----+						
TOTAL		289	446	273	156	1164

FREQUENCY MISSING = 13

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43E BY Q1

Q43E (COUNSELORS/MONEY FOR COLLEGE)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
N/A	: 15	: 12	: 21	: 13	: 61
	: 5.19	: 2.68	: 7.75	: 8.28	:
AGREE	: 55	: 102	: 50	: 33	: 240
	: 19.03	: 22.82	: 18.45	: 21.02	:
NEUTRAL	: 57	: 120	: 78	: 42	: 297
	: 19.72	: 26.85	: 28.78	: 26.75	:
DISAGREE	: 162	: 213	: 122	: 69	: 566
	: 56.06	: 47.65	: 45.02	: 43.95	:
TOTAL	289	447	271	157	1164

FREQUENCY MISSING = 13

TABLE OF Q44 BY Q1

Q44 (CAREER DAY)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
SKIP	: 15	: 12	: 21	: 13	: 61
	: 5.19	: 2.69	: 7.66	: 8.28	:
YES	: 229	: 382	: 224	: 122	: 957
	: 79.24	: 85.65	: 81.75	: 77.71	:
NO	: 39	: 43	: 28	: 15	: 125
	: 13.49	: 9.64	: 10.22	: 9.55	:
NA	: 6	: 9	: 1	: 7	: 23
	: 2.08	: 2.02	: 0.36	: 4.46	:
TOTAL	289	446	274	157	1166

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q45 BY Q1

Q45 (LOCAL/MILITARY PAY)		Q1 (COMPONENT)			
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
N/A	: 15	: 12	: 21	: 13	: 61
	: 5.15	: 2.68	: 7.69	: 8.28	:
HIGHER	: 93	: 117	: 82	: 45	: 337
	: 31.96	: 26.17	: 30.04	: 28.66	:
ABOUT THE SAME	: 107	: 163	: 107	: 54	: 431
	: 36.77	: 36.47	: 39.19	: 34.39	:
LOWER	: 76	: 155	: 63	: 45	: 339
	: 26.12	: 34.68	: 23.08	: 28.66	:
TOTAL	291	447	273	157	1168

FREQUENCY MISSING = 9

TABLE OF Q46 BY Q1

Q46 (CAREER POTENTIAL)			Q1 (COMPONENT)							
FREQUENCY :										
COL PCT	:	:	:	MARINE	AIR	:				
	:	ARMY	NAVY	CORPS	FORCE	:				
-----+-----+-----+-----+-----+-----										
N/A	:	15	:	12	:	21	:	13	:	61
	:	5.19	:	2.68	:	7.66	:	8.28	:	
-----+-----+-----+-----+-----+-----										
EASY	:	27	:	41	:	15	:	14	:	97
	:	9.34	:	9.15	:	5.47	:	8.92	:	
-----+-----+-----+-----+-----+-----										
NEITHER	:	83	:	93	:	66	:	33	:	275
	:	28.72	:	20.76	:	24.09	:	21.02	:	
-----+-----+-----+-----+-----+-----										
DIFFICULT	:	164	:	302	:	172	:	97	:	735
	:	56.75	:	67.41	:	62.77	:	61.78	:	
-----+-----+-----+-----+-----+-----										
TOTAL		289		448		274		157		1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q47 BY Q1

Q47 (SATISFACTION WITH RECRUITING LEADERSHIP)
Q1 (COMPONENT)

FREQUENCY:

COL PCT	: :ARMY	: :NAVY	:MARINE :CORPS	:AIR :FORCE	:	TOTAL
SAT	: 98	: 201	: 148	: 79	:	526
	: 33.56	: 44.67	: 54.21	: 50.64	:	
NEITHER	: 74	: 103	: 57	: 35	:	269
	: 25.34	: 22.89	: 20.88	: 22.44	:	
DISSAT	: 120	: 146	: 68	: 42	:	376
	: 41.10	: 32.44	: 24.91	: 26.92	:	
TOTAL	292	450	273	156		1171

FREQUENCY MISSING = 6

TABLE OF Q48 BY Q1

Q48 (SATISFACTION WITH MILITARY LEADERSHIP)
Q1 (COMPONENT)

FREQUENCY:

COL PCT	: :ARMY	: :NAVY	:MARINE :CORPS	:AIR :FORCE	:	TOTAL
SAT	: 268	: 379	: 241	: 130	:	1018
	: 91.47	: 84.22	: 87.96	: 82.28	:	
NEITHER	: 20	: 44	: 27	: 19	:	110
	: 6.83	: 9.78	: 9.85	: 12.03	:	
DISSAT	: 5	: 27	: 6	: 9	:	47
	: 1.71	: 6.00	: 2.19	: 5.70	:	
TOTAL	293	450	274	158		1175

FREQUENCY MISSING = 2

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49A BY Q1

Q49A (NEED/GOALING)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:	:	:	
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	140	184	125	56	505
	:	47.78	40.80	45.62	35.22	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	153	267	149	103	672
	:	52.22	59.20	54.38	64.78	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		293	451	274	159	1177

TABLE OF Q49B BY Q1

Q49B (NEED/ADMIN)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:	:	:	
	:	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	45	28	31	22	126
	:	15.36	6.21	11.31	13.84	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	248	423	243	137	1051
	:	84.64	93.79	88.69	86.16	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49C BY Q1

Q49C (NEED/SUPPORT)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+						
SELECTED	:	96	146	130	62	434
	:	32.76	32.37	47.45	38.99	
-----+						
NOT SELECTED	:	197	305	144	97	743
	:	67.24	67.63	52.55	61.01	
-----+						
TOTAL		293	451	274	159	1177

TABLE OF Q49D BY Q1

Q49D (NEED/LEADERSHIP)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+						
SELECTED	:	143	208	139	84	574
	:	48.81	46.12	50.73	52.83	
-----+						
NOT SELECTED	:	150	243	135	75	603
	:	51.19	53.88	49.27	47.17	
-----+						
TOTAL		293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49E BY Q1

Q49E (NEED/FAMILY)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:			MARINE	AIR	
	:	ARMY	NAVY	CORPS	FORCE	TOTAL
-----+-----+-----+-----+-----+						
SELECTED	:	102	118	50	57	367
	:	34.81	26.16	32.85	35.85	
-----+-----+-----+-----+-----+						
NOT SELECTED	:	191	333	184	102	810
	:	65.19	73.84	67.15	64.15	
-----+-----+-----+-----+-----+						
TOTAL		293	451	274	159	1177

TABLE OF Q49F BY Q1

Q49F (NEED/SELECTION)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:			MARINE	AIR	
	:	ARMY	NAVY	CORPS	FORCE	TOTAL
-----+-----+-----+-----+-----+						
SELECTED	:	69	158	96	41	364
	:	23.55	35.03	35.04	25.79	
-----+-----+-----+-----+-----+						
NOT SELECTED	:	224	293	178	118	813
	:	76.45	64.97	64.96	74.21	
-----+-----+-----+-----+-----+						
TOTAL		293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49G BY Q1

Q49G (NEED/ON-THE-JOB TRAINING)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
SELECTED	:	101	170	83	50
	:	34.47	37.69	30.29	31.45
NOT SELECTED	:	192	281	191	109
	:	65.53	62.31	69.71	68.55
TOTAL	:	293	451	274	159
	:				1177

TABLE OF Q49H BY Q1

Q49H (NEED/NAT. ADVERTISING)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
SELECTED	:	22	79	30	19
	:	7.51	17.52	10.95	11.95
NOT SELECTED	:	271	372	244	140
	:	92.49	82.48	89.05	88.05
TOTAL	:	293	451	274	159
	:				1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49I BY Q1

Q49I (NEED/LOCAL ADVERTISING)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+						
SELECTED	:	55	97	43	38	233
	:	18.77	21.51	15.69	23.90	
-----+						
NOT SELECTED	:	238	354	231	121	944
	:	81.23	78.49	84.31	76.10	
-----+						
TOTAL		293	451	274	159	1177

TABLE OF Q49J BY Q1

Q49J (NEED/PROMOTIONAL ITEMS)		Q1 (COMPONENT)				
FREQUENCY	:					
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+						
SELECTED	:	64	63	49	30	206
	:	21.84	13.97	17.88	18.87	
-----+						
NOT SELECTED	:	229	388	225	129	971
	:	78.16	86.03	82.12	81.13	
-----+						
TOTAL		293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50A BY Q1

Q50A	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:	:	:	
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	:	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	
SELECTED	: 92	: 118	: 49	: 40	:	299
	: 31.40	: 26.16	: 17.88	: 25.16	:	
-----+	-----+	-----+	-----+	-----+	-----+	
NOT SELECTED	: 201	: 333	: 225	: 119	:	878
	: 68.60	: 73.84	: 82.12	: 74.84	:	
-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL	293	451	274	159		1177

TABLE OF Q50B BY Q1

Q50B	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:	:	:	
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	:	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	
SELECTED	: 114	: 101	: 79	: 74	:	368
	: 38.91	: 22.39	: 28.83	: 46.54	:	
-----+	-----+	-----+	-----+	-----+	-----+	
NOT SELECTED	: 179	: 350	: 195	: 85	:	809
	: 61.09	: 77.61	: 71.17	: 53.46	:	
-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL	293	451	274	159		1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50C BY Q1

Q50C	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
-----+						
SELECTED	: 27	: 60	: 62	: 17	:	166
	: 9.22	: 13.30	: 22.63	: 10.69	:	
-----+						
NOT SELECTED	: 266	: 391	: 212	: 142	:	1011
	: 90.78	: 86.70	: 77.37	: 89.31	:	
-----+						
TOTAL	293	451	274	159		1177

TABLE OF Q50D BY Q1

Q50D	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
-----+						
SELECTED	: 143	: 157	: 81	: 38	:	419
	: 48.81	: 34.81	: 29.56	: 23.90	:	
-----+						
NOT SELECTED	: 150	: 294	: 193	: 121	:	758
	: 51.19	: 65.19	: 70.44	: 76.10	:	
-----+						
TOTAL	293	451	274	159		1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50E BY Q1

Q50E	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
SELECTED :	114 :	134 :	101 :	35 :	384
:	38.91 :	29.71 :	36.86 :	22.01 :	:
-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED :	179 :	317 :	173 :	124 :	793
:	61.09 :	70.29 :	63.14 :	77.99 :	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	451	274	159	1177

TABLE OF Q50F BY Q1

Q50F	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+
SELECTED :	81 :	182 :	81 :	39 :	383
:	27.65 :	40.35 :	29.56 :	24.53 :	:
-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED :	212 :	269 :	193 :	120 :	794
:	72.35 :	59.65 :	70.44 :	75.47 :	:
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50G BY Q1

Q50G	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----	-----	-----	-----	-----	-----
SELECTED	: 56 :	: 80 :	: 41 :	: 30 :	: 207
	: 19.11 :	: 17.74 :	: 14.96 :	: 18.87 :	
-----	-----	-----	-----	-----	-----
NOT SELECTED	: 237 :	: 371 :	: 233 :	: 129 :	: 970
	: 80.89 :	: 82.26 :	: 85.04 :	: 81.13 :	
-----	-----	-----	-----	-----	-----
TOTAL	293	451	274	159	1177

TABLE OF Q50H BY Q1

Q50H	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----	-----	-----	-----	-----	-----
SELECTED	: 24 :	: 149 :	: 72 :	: 44 :	: 289
	: 8.19 :	: 33.04 :	: 26.28 :	: 27.67 :	
-----	-----	-----	-----	-----	-----
NOT SELECTED	: 269 :	: 302 :	: 202 :	: 115 :	: 888
	: 91.81 :	: 66.96 :	: 73.72 :	: 72.33 :	
-----	-----	-----	-----	-----	-----
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50I BY Q1

Q50I	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	: 79 :	: 129 :	: 166 :	: 46 :	: 370
	: 26.96 :	: 28.60 :	: 42.34 :	: 28.93 :	
-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	: 214 :	: 322 :	: 158 :	: 113 :	: 807
	: 73.04 :	: 71.40 :	: 57.66 :	: 71.07 :	
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	451	274	159	1177

TABLE OF Q50J BY Q1

Q50J	Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	: 104 :	: 144 :	: 112 :	: 77 :	: 437
	: 35.49 :	: 31.93 :	: 40.88 :	: 48.43 :	
-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	: 189 :	: 307 :	: 162 :	: 82 :	: 740
	: 64.51 :	: 68.07 :	: 59.12 :	: 51.57 :	
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q51 BY Q1

Q51 (DESERT STORM/SHIELD RECRUITING) Q1 (COMPONENT)

FREQUENCY:

COL PCT	:	:	:	:	:	:
	:	ARMY	NAVY	MARINE	AIR	TOTAL
	:			CORPS	FORCE	
NA	:	14	10	15	10	40
	:	4.79	2.23	5.51	6.37	
NO	:	35	95	53	33	216
	:	11.99	21.16	19.49	21.02	
YES	:	243	344	204	114	905
	:	83.22	76.61	75.00	72.61	
TOTAL		292	449	272	157	1170

FREQUENCY MISSING = 7

TABLE OF Q52A BY Q1

Q52A (RECRUITING DIFFICULTY/SHIELD) Q1 (COMPONENT)

FREQUENCY	:	:	:	:	:	:
COL PCT	:	ARMY	NAVY	MARINE	AIR	TOTAL
	:			CORPS	FORCE	
N/A	:	14	10	15	10	49
	:	5.30	2.81	6.49	8.06	
EASY	:	34	62	58	15	169
	:	12.88	17.42	25.11	12.10	
DIFFICULT	:	180	233	137	78	628
	:	68.18	65.45	59.31	62.90	
MOST DIFFICULT	:	36	51	21	21	129
	:	13.64	14.33	9.09	16.94	
TOTAL		264	356	231	124	975

FREQUENCY MISSING = 202

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q52B BY Q1

Q52B (RECRUITING DIFFICULTY/STORM)		Q1 (COMPONENT)				
FREQUENCY	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
N/A	: 14 :	: 10 :	: 15 :	: 10 :	:	49
	: 5.34 :	: 2.77 :	: 6.52 :	: 8.06 :	:	
EASY	: 33 :	: 108 :	: 79 :	: 34 :	:	254
	: 12.60 :	: 29.92 :	: 34.35 :	: 27.42 :	:	
DIFFICULT	: 163 :	: 186 :	: 112 :	: 60 :	:	521
	: 62.21 :	: 51.52 :	: 48.70 :	: 48.39 :	:	
MOST DIFFICULT	: 52 :	: 57 :	: 24 :	: 20 :	:	153
	: 19.85 :	: 15.79 :	: 10.43 :	: 16.13 :	:	
TOTAL	262	361	230	124		977

FREQUENCY MISSING = 200

TABLE OF Q53A BY Q1

Q53A (RECRUITING/ DESERT SHIELD)		Q1 (COMPONENT)				
FREQUENCY:	:	:	:	:	:	
COL PCT	:	:	:MARINE	:AIR	:	
	:ARMY	:NAVY	:CORPS	:FORCE	:	TOTAL
YES	: 169 :	: 210 :	: 130 :	: 73 :	:	582
	: 57.68 :	: 46.56 :	: 47.45 :	: 45.91 :	:	
NO	: 124 :	: 241 :	: 144 :	: 86 :	:	595
	: 42.32 :	: 53.44 :	: 52.55 :	: 54.09 :	:	
TOTAL	293	451	274	159		1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q53B BY Q1

Q53B (RECRUITING/ DESERT STORM)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE CORPS	: AIR FORCE	: TOTAL
YES	: 177	: 216	: 116	: 70	: 579
	: 60.41	: 47.89	: 42.34	: 44.03	:
NO	: 116	: 235	: 158	: 89	: 598
	: 39.59	: 52.11	: 57.66	: 55.97	:
TOTAL	293	451	274	159	1177

TABLE OF Q53C BY Q1

Q53C (RECRUITING/ MID-SUMMER)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE CORPS	: AIR FORCE	: TOTAL
YES	: 90	: 95	: 57	: 33	: 275
	: 30.72	: 21.06	: 20.80	: 20.75	:
NO	: 203	: 356	: 217	: 126	: 902
	: 69.28	: 78.94	: 79.20	: 79.25	:
TOTAL	293	451	274	159	1177

TABLE OF Q53D BY Q1

Q53D (RECRUITING/ PRESENT)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:	:	:
	: ARMY	: NAVY	: MARINE CORPS	: AIR FORCE	: TOTAL
YES	: 37	: 48	: 39	: 14	: 138
	: 12.63	: 10.64	: 14.23	: 8.81	:
NO	: 256	: 403	: 235	: 145	: 1039
	: 87.37	: 89.36	: 85.77	: 91.19	:
TOTAL	37	48	39	14	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q54A BY Q1

Q54A (APPLICANTS GAINED/SHIELD)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
NONE	:	:	:	:	:
	111	152	69	64	396
	43.70	43.55	31.94	56.14	
1 TO 2	:	:	:	:	:
	101	124	81	36	342
	39.76	35.53	37.50	31.58	
3 TO 5	:	:	:	:	:
	34	57	49	12	152
	13.39	16.33	22.69	10.53	
6 TO 10	:	:	:	:	:
	3	12	12	2	29
	1.18	3.44	5.56	1.75	
> 10	:	:	:	:	:
	5	4	5	0	14
	1.97	1.15	2.31	0.00	
TOTAL	254	349	216	114	933

FREQUENCY MISSING = 244

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q54B BY Q1

Q54B (APPLICANTS GAINED/STORM)					Q1 (COMPONENT)
FREQUENCY:					
COL PCT	: : ARMY	: : NAVY	: MARINE : CORPS	: AIR : FORCE	: : TOTAL
NONE	: 106	: 95	: 49	: 48	: 298
	: 41.90	: 26.84	: 22.69	: 42.48	:
1 TO 2	: 93	: 126	: 76	: 32	: 327
	: 36.76	: 35.59	: 35.19	: 28.32	:
3 TO 5	: 44	: 85	: 61	: 24	: 214
	: 17.39	: 24.01	: 28.24	: 21.24	:
6 TO 10	: 5	: 30	: 19	: 6	: 60
	: 1.98	: 8.47	: 8.80	: 5.31	:
> 10	: 5	: 18	: 11	: 3	: 37
	: 1.98	: 5.08	: 5.09	: 2.65	:
TOTAL	253	354	216	113	936

FREQUENCY MISSING = 241

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q55A BY Q1

Q55A (APPLICANTS LOST/SHIELD)			Q1 (COMPONENT)		
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+-----+-----+-----+-----+-----					
NO	: 18	: 33	: 20	: 7	:
	: 7.09	: 9.38	: 9.13	: 6.09	:
-----+-----+-----+-----+-----+-----					
1 TO 2	: 58	: 76	: 55	: 29	:
	: 22.83	: 21.59	: 25.11	: 25.22	:
-----+-----+-----+-----+-----+-----					
3 TO 5	: 87	: 119	: 75	: 38	:
	: 34.25	: 33.81	: 34.25	: 33.04	:
-----+-----+-----+-----+-----+-----					
6 TO 10	: 52	: 70	: 34	: 25	:
	: 20.47	: 19.89	: 15.53	: 21.74	:
-----+-----+-----+-----+-----+-----					
> 10	: 39	: 54	: 35	: 16	:
	: 15.35	: 15.34	: 15.98	: 13.91	:
-----+-----+-----+-----+-----+-----					
TOTAL	254	352	219	115	940

FREQUENCY MISSING = 237

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q55B BY Q1

Q55B (APPLICANTS LOST/STORM)	Q1 (COMPONENT)				
FREQUENCY:					
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+	-----+	-----+	-----+	-----+	-----+
NONE	: 27 :	: 40 :	: 25 :	: 15 :	: 107
	: 10.59 :	: 11.33 :	: 11.42 :	: 13.04 :	
-----+	-----+	-----+	-----+	-----+	-----+
1 TO 2	: 56 :	: 91 :	: 65 :	: 36 :	: 248
	: 21.96 :	: 25.78 :	: 29.68 :	: 31.30 :	
-----+	-----+	-----+	-----+	-----+	-----+
3 TO 5	: 75 :	: 96 :	: 65 :	: 32 :	: 268
	: 29.41 :	: 27.20 :	: 29.68 :	: 27.83 :	
-----+	-----+	-----+	-----+	-----+	-----+
6 TO 10	: 50 :	: 65 :	: 25 :	: 19 :	: 159
	: 19.61 :	: 18.41 :	: 11.42 :	: 16.52 :	
-----+	-----+	-----+	-----+	-----+	-----+
> 10	: 47 :	: 61 :	: 39 :	: 13 :	: 160
	: 18.43 :	: 17.28 :	: 17.81 :	: 11.30 :	
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	255	353	219	115	942

FREQUENCY MISSING = 235

TABLE OF Q56A BY Q1

Q56A (REASONS LOST/ SCHOOLS)	Q1 (COMPONENT)				
FREQUENCY	:	:			
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	:
-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	: 26 :	: 32 :	: 25 :	: 15 :	: 98
	: 8.87 :	: 7.10 :	: 9.12 :	: 9.43 :	
-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	: 267 :	: 419 :	: 249 :	: 144 :	: 1079
	: 91.13 :	: 92.90 :	: 90.88 :	: 90.57 :	
-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q56B BY Q1

Q56B (REASONS LOST/ COMMUNITY)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
SELECTED	:	17	24	12	7
	:	5.80	5.32	4.38	4.40
NOT SELECTED	:	276	427	262	152
	:	94.20	94.68	95.62	95.60
TOTAL	:	293	451	274	159
	:				1177

TABLE OF Q56C BY Q1

Q56C (REASONS LOST/ FAMILY)		Q1 (COMPONENT)			
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:	:ARMY	:NAVY	:CORPS	:FORCE
	:	:	:	:	:
SELECTED	:	170	206	141	78
	:	58.02	45.68	51.46	49.06
NOT SELECTED	:	123	245	133	81
	:	41.98	54.32	48.54	50.94
TOTAL	:	293	451	274	159
	:				1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q56D BY Q1

Q56D (REASONS LOST/ FEAR COMBAT)					Q1 (COMPONENT)
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+					
SELECTED	: 195 :	: 231 :	: 159 :	: 70 :	661
	: 66.55 :	: 51.22 :	: 58.03 :	: 47.80 :	
-----+					
NOT SELECTED	: 98 :	: 220 :	: 115 :	: 83 :	516
	: 33.45 :	: 48.78 :	: 41.97 :	: 52.20 :	
-----+					
TOTAL	293	451	274	159	1177

TABLE OF Q56E BY Q1

Q56E (REASONS LOST/ WAIT AND SEE)					Q1 (COMPONENT)
FREQUENCY	:	:	:	:	:
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+					
SELECTED	: 170 :	: 229 :	: 148 :	: 91 :	638
	: 58.02 :	: 50.78 :	: 54.01 :	: 57.23 :	
-----+					
NOT SELECTED	: 123 :	: 222 :	: 126 :	: 68 :	539
	: 41.98 :	: 49.22 :	: 45.99 :	: 42.77 :	
-----+					
TOTAL	293	451	274	159	1177

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q56F BY Q1

Q56F (REASONS LOST/ OTHER)			Q1 (COMPONENT)		
FREQUENCY	:				
COL PCT	:	:	:MARINE	:AIR	:
	:ARMY	:NAVY	:CORPS	:FORCE	: TOTAL
-----	+	+	+	+	+
SELECTED	: 18	: 35	: 18	: 12	: 83
	: 6.14	: 7.76	: 6.57	: 7.55	:
-----	+	+	+	+	+
NOT SELECTED	: 275	: 416	: 256	: 147	: 1094
	: 93.86	: 92.24	: 93.43	: 92.45	:
-----	+	+	+	+	+
TOTAL	293	451	274	159	1177

TABLE OF Q57 BY Q1

Q57 (DESERT SHIELD RECRUITING TO TODAY)					Q1 (COMPONENT)	
FREQUENCY	:	:	:	:	:	:
COL PCT	:	:	:	:	:	:
	:	ARMY	NAVY	MARINE CORPS	AIR FORCE	TOTAL
-----+-----+-----+-----+-----+						
-3	:	14	10	15	10	49
	:	5.22	2.75	6.41	7.94	
-----+-----+-----+-----+-----+						
NA	:	10	4	6	3	23
	:	3.73	1.10	2.56	2.38	
-----+-----+-----+-----+-----+						
EASIER	:	76	102	55	40	273
	:	28.36	28.02	23.50	31.75	
-----+-----+-----+-----+-----+						
NEITHER	:	124	190	135	53	502
	:	46.27	52.20	57.69	42.06	
-----+-----+-----+-----+-----+						
MORE DIFFICULT	:	44	58	23	20	145
	:	16.42	15.93	9.83	15.87	
-----+-----+-----+-----+-----+						
TOTAL	:	268	364	234	126	992

FREQUENCY MISSING = 185

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q58 BY Q1

Q58 (IMPACT OF DRAWDOWN/YOUTH)		Q1 (COMPONENT)			
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
POSITIVE :	31 :	84 :	35 :	12 :	152
:	10.58 :	18.71 :	12.77 :	7.55 :	
NO IMPACT :	152 :	289 :	194 :	82 :	717
:	51.88 :	64.37 :	70.80 :	51.57 :	
NEGATIVE :	110 :	76 :	45 :	65 :	296
:	37.54 :	16.93 :	16.42 :	40.88 :	
TOTAL	293	449	274	159	1175

FREQUENCY MISSING = 2

TABLE OF Q59 BY Q1

Q59 (IMPACT OF DRAWDOWN/RECRUITER)		Q1 (COMPONENT)			
FREQUENCY :					
COL PCT :	: ARMY	: NAVY	: MARINE : CORPS	: AIR : FORCE	: TOTAL
POSITIVE :	45 :	118 :	78 :	15 :	256
:	15.52 :	26.34 :	28.47 :	9.62 :	
NO IMPACT :	109 :	201 :	103 :	57 :	470
:	37.59 :	44.87 :	37.59 :	36.54 :	
NEGATIVE :	136 :	129 :	93 :	84 :	442
:	46.90 :	28.79 :	33.94 :	53.85 :	
TOTAL	290	448	274	156	1168

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY
ACTIVE SERVICE PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q60 BY Q1

Q60 (CAREER RECRUITER)		Q1 (COMPONENT)				
FREQUENCY :						
COL PCT	:	:	:MARINE	:AIR	:	
	:	:ARMY	:NAVY	:CORPS	:FORCE	TOTAL
-----+-----+-----+-----+-----+						
YES	:	110	: 54	: 73	: 63	300
	:	37.54	: 12.00	: 26.64	: 39.87	
-----+-----+-----+-----+-----+						
NO	:	130	: 323	: 155	: 57	665
	:	44.37	: 71.78	: 56.57	: 36.08	
-----+-----+-----+-----+-----+						
UNDECIDED	:	53	: 73	: 46	: 38	210
	:	18.09	: 16.22	: 16.79	: 24.05	
-----+-----+-----+-----+-----+						
TOTAL		293	450	274	158	1175

FREQUENCY MISSING = 2

APPENDIX F

**RESERVE COMPONENT PRODUCTION RECRUITERS
(INCLUDES ARMY RESERVES)**

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q2 BY Q1

Q2 (PAYGRADE)		Q1 (COMPONENT)					
FREQUENCY:							
COL PCT	: ARMY NAT:	: ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
E4	: 0 :	: 0 :	: 0 :	: 0 :	: 1 :	:	1
	: 0.00 :	: 0.00 :	: 0.00 :	: 0.00 :	: 1.25 :	:	
E5	: 11 :	: 2 :	: 23 :	: 7 :	: 4 :	:	47
	: 3.16 :	: 16.67 :	: 28.05 :	: 2.33 :	: 5.00 :	:	
E6	: 59 :	: 4 :	: 51 :	: 130 :	: 24 :	:	268
	: 16.95 :	: 33.33 :	: 62.20 :	: 43.19 :	: 30.00 :	:	
E7	: 235 :	: 6 :	: 8 :	: 137 :	: 30 :	:	416
	: 67.53 :	: 50.00 :	: 9.76 :	: 43.51 :	: 37.50 :	:	
E8	: 41 :	: 0 :	: 0 :	: 27 :	: 17 :	:	85
	: 11.78 :	: 0.00 :	: 0.00 :	: 8.97 :	: 21.25 :	:	
E9	: 2 :	: 0 :	: 0 :	: 0 :	: 4 :	:	6
	: 0.57 :	: 0.00 :	: 0.00 :	: 0.00 :	: 5.00 :	:	
TOTAL	348	12	82	301	80		823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q3 BY Q1

Q3 (HIGHEST GRADE)	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
GED OR LESS	:	15 :	0 :	8 :	5 :	0 :	28
	:	4.34 :	0.00 :	9.88 :	1.67 :	0.00 :	
HIGH SCHOOL	:	42 :	2 :	20 :	24 :	9 :	97
DIPLOMA	:	12.14 :	18.18 :	24.69 :	8.00 :	11.25 :	
SOME COLLEGE	:	275 :	8 :	52 :	263 :	67 :	665
	:	79.48 :	72.73 :	64.20 :	87.67 :	83.75 :	
GRAD DEGREE	:	12 :	1 :	1 :	8 :	4 :	26
	:	3.47 :	9.09 :	1.23 :	2.67 :	5.00 :	
OTHER	:	2 :	0 :	0 :	0 :	0 :	2
	:	0.58 :	0.00 :	0.00 :	0.00 :	0.00 :	
TOTAL	:	346 :	11 :	81 :	300 :	80 :	618

FREQUENCY MISSING = 5

TABLE OF Q4A BY Q1

Q4A (RACE)	Q1 (COMPONENT)						
FREQUENCY:	:	:	:	:	:	:	
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
OTHER	:	11 :	1 :	2 :	13 :	2 :	29
	:	3.25 :	8.33 :	2.50 :	4.38 :	2.50 :	
BLACK	:	19 :	0 :	0 :	32 :	9 :	60
	:	5.62 :	0.00 :	0.00 :	10.77 :	11.25 :	
WHITE	:	308 :	11 :	78 :	252 :	69 :	718
	:	91.12 :	91.67 :	97.50 :	84.85 :	86.25 :	
TOTAL	:	338 :	12 :	80 :	297 :	80 :	807

FREQUENCY MISSING = 16

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q4B BY Q1

Q4B (ETHNIC)	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	ARMY NAT:ARMY	:NAVY	:AIR NAT	:AIR	:	
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
HISPANIC	:	24	: 1	: 6	: 18	: 3	52
	:	6.94	: 9.09	: 7.41	: 6.06	: 3.75	
NOT HISPANIC	:	322	: 10	: 75	: 279	: 77	763
	:	93.06	: 90.91	: 92.59	: 93.94	: 96.25	
TOTAL		346	11	81	297	80	815

FREQUENCY MISSING = 8

TABLE OF Q5 BY Q1

Q5 (MARITAL STATUS)	Q1 (COMPONENT)						
FREQUENCY:	:	:	:	:	:	:	
COL PCT	:	ARMY NAT:ARMY	:NAVY	:AIR NAT	:AIR	:	
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
SINGLE	:	12	: 0	: 2	: 17	: 8	39
	:	3.45	: 0.00	: 2.44	: 5.65	: 10.00	
MARRIED	:	287	: 9	: 70	: 242	: 61	669
	:	82.47	: 75.00	: 85.37	: 80.40	: 76.25	
OTHER	:	49	: 3	: 10	: 42	: 11	115
	:	14.08	: 25.00	: 12.20	: 13.95	: 13.75	
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q6 BY Q1

Q6 (JOB TITLE)	Q1 (COMPONENT)						
FREQUENCY :							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
PRODUCTION :	279 :	7 :	38 :	164 :	49 :		537
	: 80.17 :	: 58.33 :	: 46.34 :	: 54.49 :	: 61.25 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
SUPERVISOR :	69 :	5 :	44 :	137 :	31 :		286
	: 19.83 :	: 41.67 :	: 53.66 :	: 45.51 :	: 38.75 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL	348	12	82	301	80		823

TABLE OF Q7 BY Q1

Q7 (LENGTH OF DUTY)	Q1 (COMPONENT)						
FREQUENCY :							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
1 YR, < 2 :	33 :	5 :	3 :	28 :	14 :		83
	: 9.48 :	: 41.67 :	: 3.66 :	: 9.30 :	: 17.50 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
2 YR, <3 :	37 :	1 :	13 :	42 :	12 :		105
	: 10.63 :	: 8.33 :	: 15.85 :	: 13.95 :	: 15.00 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
3-6 YRS :	96 :	4 :	46 :	54 :	15 :		215
	: 27.59 :	: 33.33 :	: 56.10 :	: 17.94 :	: 18.75 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
> 6 YRS :	182 :	2 :	20 :	177 :	39 :		420
	: 52.30 :	: 16.67 :	: 24.39 :	: 58.80 :	: 48.75 :		
-----+	-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL	348	12	82	301	80		823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q8 BY Q1

Q8 (VOLUNTEER STATUS)			Q1 (COMPONENT)				
FREQUENCY:							
COL	PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
		:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:
-----+-----+-----+-----+-----+-----+-----+-----							
YF		: 342 :	8 :	82 :	298 :	80 :	810
		: 98.28 :	66.67 :	100.00 :	99.33 :	100.00 :	
-----+-----+-----+-----+-----+-----+-----+-----							
NO		: 6 :	4 :	0 :	2 :	0 :	12
		: 1.72 :	33.33 :	0.00 :	0.67 :	0.00 :	
-----+-----+-----+-----+-----+-----+-----+-----							
TOTAL		348	12	82	300	80	822

FREQUENCY MISSING = 1

TABLE OF Q9A BY Q1

Q9A (SIMILAR CULTURAL BACKGROUND)				Q1 (COMPONENT)				
FREQUENCY :								
COL PCT	:	ARMY NAT:	ARMY	:	NAVY	:	AIR NAT :AIR	:
	:	GUARD	:	RESERVE	:	RESERVE	:	GUARD :RESERVE :
-----+-----+-----+-----+-----+-----+-----+-----+-----								
IMPORTANT	:	200	:	9	:	43	:	153 : 43
	:	57.64	:	75.00	:	52.44	:	51.17 : 53.75
-----+-----+-----+-----+-----+-----+-----+-----+-----								
NEUTRAL	:	65	:	1	:	17	:	83 : 14
	:	18.73	:	8.33	:	20.73	:	27.76 : 17.50
-----+-----+-----+-----+-----+-----+-----+-----+-----								
UNIMPORTANT	:	82	:	2	:	22	:	63 : 23
	:	23.63	:	16.67	:	26.83	:	21.07 : 28.75
-----+-----+-----+-----+-----+-----+-----+-----+-----								
TOTAL	:	347	:	12	:	82	:	299 : 80
-----+-----+-----+-----+-----+-----+-----+-----+-----								

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q9B BY Q1

Q9B (CLOSE TO FAMILY/FRIENDS)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
IMPORTANT	:	280	10	65	237	44	636
	:	60.46	83.33	30.25	79.26	55.00	
NEUTRAL	:	37	0	7	44	19	107
	:	10.63	0.00	8.64	14.72	23.75	
UNIMPORTANT	:	31	2	9	18	17	77
	:	8.91	16.67	11.11	6.02	21.25	
TOTAL	:	348	12	81	299	80	820

FREQUENCY MISSING = 3

TABLE OF Q9C BY Q1

Q9C (SIMILAR TO BACKGROUND NEIGHBORHOOD)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
IMPORTANT	:	186	7	48	138	26	405
	:	53.60	58.33	59.26	46.00	32.50	
NEUTRAL	:	86	2	12	83	26	209
	:	24.78	16.67	14.81	27.67	32.50	
UNIMPORTANT	:	75	3	21	79	28	206
	:	21.61	25.00	25.93	26.33	35.00	
TOTAL	:	347	12	81	300	80	820

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q9D BY Q1

Q9D (FAMILIARITY WITH AREA)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	:ARMY NAT:	:ARMY	:NAVY	:AIR NAT	:AIR	:
	:	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	: TOTAL
IMPORTANT	:	325	12	78	281	66	762
	:	93.66	100.00	97.50	93.98	82.50	
NEUTRAL	:	10	0	1	12	6	29
	:	2.88	0.00	1.25	4.01	7.50	
UNIMPORTANT	:	12	0	1	6	8	27
	:	3.46	0.00	1.25	2.01	10.00	
TOTAL	:	347	12	80	299	80	818

FREQUENCY MISSING = 5

TABLE OF Q10 BY Q1

Q10 (PREFERENCE FOR DUTY LOCATION)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	:ARMY NAT:	:AFMY	:NAVY	:AIR NAT	:AIR	:
	:	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	: TOTAL
YES, GOT CHOICE	:	215	5	53	199	48	520
	:	61.96	41.67	64.63	67.00	60.76	
CHOICE NOT AVAIL	:	28	3	6	4	16	57
	:	8.07	25.00	7.32	1.35	20.25	
NO CHOICE, BUT PLEASED	:	93	3	21	87	12	216
	:	26.80	25.00	25.61	29.29	15.19	
NO CHOICE & DISSATISFIED	:	11	1	2	7	3	24
	:	3.17	8.33	2.44	2.36	3.80	
TOTAL	:	347	12	82	297	79	817

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q11 BY Q1

Q11 (HOME TO WORK DRIVING TIME)		Q1 (COMPONENT)					
FREQUENCY :							
COL PCT	: ARMY NAT: ARMY	: NAVY	: AIR NAT	: AIR	:		TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
1-30 MIN	: 253 :	: 7 :	: 56 :	: 221 :	: 64 :		601
	: 72.91 :	: 58.33 :	: 68.29 :	: 73.42 :	: 80.00 :		
31-60 MIN	: 82 :	: 4 :	: 22 :	: 71 :	: 12 :		191
	: 23.63 :	: 33.33 :	: 26.83 :	: 23.59 :	: 15.00 :		
> 60 MIN	: 12 :	: 1 :	: 4 :	: 9 :	: 4 :		30
	: 3.46 :	: 8.33 :	: 4.88 :	: 2.99 :	: 5.00 :		
TOTAL	347	12	82	301	80		822

FREQUENCY MISSING = 1

TABLE OF Q12A BY Q1

Q12A (RESIDENCE SAFETY)		Q1 (COMPONENT)					
FREQUENCY:							
COL PCT	: ARMY NAT: ARMY	: NAVY	: AIR NAT	: AIR	:		TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
SAFE	: 330 :	: 10 :	: 75 :	: 285 :	: 76 :		776
	: 95.38 :	: 83.33 :	: 91.46 :	: 95.32 :	: 96.20 :		
NEUTRAL	: 8 :	: 2 :	: 5 :	: 10 :	: 1 :		26
	: 2.31 :	: 16.67 :	: 6.10 :	: 3.34 :	: 1.27 :		
UNSAFE	: 8 :	: 0 :	: 2 :	: 4 :	: 2 :		16
	: 2.31 :	: 0.00 :	: 2.44 :	: 1.34 :	: 2.53 :		
TOTAL	346	12	82	299	79		818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q12B BY Q1

Q12B (RECRUITING AREA SAFETY)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		
SAFE	: 265	: 8	: 61	: 235	: 60	:		629
	: 77.49	: 72.73	: 74.39	: 78.86	: 75.95	:		
NEUTRAL	: 41	: 2	: 9	: 34	: 7	:		93
	: 11.99	: 18.18	: 10.98	: 11.41	: 8.86	:		
UNSAFE	: 36	: 1	: 12	: 29	: 12	:		90
	: 10.53	: 9.09	: 14.63	: 9.73	: 15.19	:		
TOTAL	342	11	82	298	79			812

FREQUENCY MISSING = 11

TABLE OF Q12C BY Q1

Q12C (OFFICE LOCATION SAFETY)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		
SAFE	: 291	: 8	: 62	: 282	: 71	:		714
	: 85.09	: 72.73	: 75.61	: 94.95	: 89.87	:		
NEUTRAL	: 31	: 1	: 11	: 6	: 3	:		52
	: 9.06	: 9.09	: 13.41	: 2.02	: 3.80	:		
UNSAFE	: 20	: 2	: 9	: 9	: 5	:		45
	: 5.85	: 18.18	: 10.98	: 3.03	: 6.33	:		
TOTAL	342	11	82	297	79			811

FREQUENCY MISSING = 12

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q12D BY Q1

Q12D (PARKING LOCATION SAFETY)	Q1 (COMPONENT)					
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	: TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	
SAFE	: 274	: 8	: 66	: 275	: 70	693
	: 75.88	: 72.73	: 80.49	: 92.59	: 88.61	
NEUTRAL	: 25	: 1	: 9	: 10	: 5	50
	: 7.29	: 9.09	: 10.98	: 3.37	: 6.33	
UNSAFE	: 44	: 2	: 7	: 12	: 4	69
	: 12.83	: 18.18	: 8.54	: 4.04	: 5.06	
TOTAL	343	11	82	297	79	812

FREQUENCY MISSING = 11

TABLE OF Q13 BY Q1

Q13 (WORK HOURS/WEEK)	Q1 (COMPONENT)					
FREQUENCY						
COI PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	: TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	
60 HRS OR LESS	: 258	: 7	: 62	: 262	: 66	655
	: 75.44	: 58.33	: 75.61	: 87.92	: 82.50	
>60 HRS	: 84	: 5	: 20	: 36	: 14	159
	: 24.56	: 41.67	: 24.39	: 12.08	: 17.50	
TOTAL	342	12	82	298	80	814

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q14 BY Q1

Q14 (PREVENTED FROM TAKING LEAVE)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
YES	: 167	: 5	: 41	: 144	: 34	:	391	
	: 48.41	: 41.67	: 50.00	: 48.16	: 42.50	:		
NO	: 178	: 7	: 41	: 155	: 46	:	427	
	: 51.59	: 58.33	: 50.00	: 51.84	: 57.50	:		
TOTAL	345	12	82	299	80		818	

FREQUENCY MISSING = 5

TABLE OF Q15 BY Q1

Q15 (ANNUAL LEAVE DENIED)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
YES	: 43	: 3	: 8	: 32	: 3	:	89	
	: 12.43	: 25.00	: 9.76	: 10.67	: 3.75	:		
NO	: 303	: 9	: 74	: 268	: 77	:	731	
	: 87.57	: 75.00	: 90.24	: 89.33	: 96.25	:		
TOTAL	346	12	82	300	80		820	

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q16 BY Q1

Q16 (ANNUAL LEAVE TAKEN)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
0-7 DAYS	:	44	5	18	30	13	110
	:	12.72	41.67	21.95	10.00	16.25	
8-14 DAYS	:	105	3	31	83	31	253
	:	30.35	25.00	37.80	27.67	38.75	
15-29 DAYS	:	158	3	26	161	29	377
	:	45.66	25.00	31.71	53.67	36.25	
30 OR MORE	:	39	1	7	26	7	80
	:	11.27	8.33	8.54	8.67	8.75	
TOTAL		346	12	82	300	80	820

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q17 BY Q1

Q17 (LEAVE DAYS WORKED)

Q1 (COMPONENT)

FREQUENCY :

COL PCT	: ARMY NAT :	ARMY	: NAVY	: AIR NAT :	AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
NONE	: 26 :	4 :	13 :	43 :	17 :		103
	: 7.51 :	33.33 :	15.85 :	14.43 :	21.25 :		
1 TO 5%	: 71 :	3 :	19 :	115 :	26 :		234
	: 20.52 :	25.00 :	23.17 :	38.59 :	32.50 :		
6 TO 15%	: 106 :	3 :	18 :	86 :	18 :		231
	: 30.64 :	25.00 :	21.95 :	28.86 :	22.50 :		
16 TO 40%	: 98 :	1 :	22 :	40 :	13 :		174
	: 28.32 :	8.33 :	26.83 :	13.42 :	16.25 :		
> 40%	: 45 :	1 :	10 :	14 :	6 :		76
	: 13.01 :	8.33 :	12.20 :	4.70 :	7.50 :		
TOTAL	346	12	82	298	80		818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q18A BY Q1

Q18A(QUALITY OF HOUSING)			Q1 (COMPONENT)				
FREQUENCY:							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
-----+-----+-----+-----+-----+-----+-----							
BETTER	: 156 :	5 :	42 :	137 :	31 :		371
	: 45.09 :	41.67 :	51.85 :	45.97 :	39.24 :		
-----+-----+-----+-----+-----+-----+-----							
SAME	: 62 :	2 :	9 :	28 :	13 :		114
	: 17.92 :	16.67 :	11.11 :	9.40 :	16.46 :		
-----+-----+-----+-----+-----+-----+-----							
WORSE	: 9 :	1 :	5 :	14 :	6 :		35
	: 2.60 :	8.33 :	6.17 :	4.70 :	7.59 :		
-----+-----+-----+-----+-----+-----+-----							
N/A	: 119 :	4 :	25 :	119 :	29 :		296
	: 34.39 :	33.33 :	30.86 :	39.93 :	36.71 :		
-----+-----+-----+-----+-----+-----+-----							
TOTAL	346	12	81	298	79		816

FREQUENCY MISSING = 7

TABLE OF Q18B BY Q1

Q18B(COST OF HOUSING)			Q1 (COMPONENT)				
FREQUENCY:							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
MORE	: 181 :	8 :	43 :	150 :	41 :		423
	: 53.55 :	66.67 :	55.13 :	50.68 :	53.95 :		
SAME	: 31 :	0 :	6 :	21 :	5 :		63
	: 9.17 :	0.00 :	7.69 :	7.09 :	6.58 :		
LESS	: 5 :	0 :	4 :	2 :	1 :		12
	: 1.48 :	0.00 :	5.13 :	0.68 :	1.32 :		
N/A	: 121 :	4 :	25 :	123 :	29 :		302
	: 35.80 :	33.33 :	32.05 :	41.55 :	38.16 :		
TOTAL	338	12	78	296	76		800

FREQUENCY MISSING = 23

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q19 BY Q1

Q19 (DISTANCE FROM MILITARY FACILITIES)						Q1 (COMPONENT)
FREQUENCY	:	:	:	:	:	:
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE
	:	:	:	:	:	:
1-30 MIN	:	55	3	19	83	40
	:	15.90	25.00	23.17	27.76	57.50
31-60 MIN	:	86	3	19	88	10
	:	24.86	25.00	23.17	29.43	12.50
61-90 MIN	:	70	1	10	40	13
	:	20.23	8.33	12.20	15.38	16.25
91-120 MIN	:	46	4	6	23	4
	:	13.29	33.33	7.32	7.69	5.00
> 2 HRS	:	89	1	28	65	7
	:	25.72	8.33	34.15	21.74	8.75
TOTAL	:	346	12	82	299	80

FREQUENCY MISSING = 4

**RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE**

Q20 (DISTANCE A PROBLEM TO FAMILY) Q1 (COMPONENT)

FREQUENCY	:	:	:	:	:	:	:
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
LEGAL N/A	:	18	2	12	30	29	91
	:	5.20	16.67	14.81	10.00	36.25	
REAL HARD	:	119	4	26	67	15	231
	:	34.39	33.33	32.10	22.33	18.75	
INCONVENIENCE	:	164	5	28	145	22	364
	:	47.40	41.67	34.57	48.33	27.50	
NO PROBLEM	:	45	1	15	58	14	133
	:	13.01	8.33	18.52	19.33	17.50	
TOTAL	:	346	12	81	300	80	819

TABLE OF Q21 BY Q1

FREQUENCY :							
COL PCT :	ARMY NAT	ARMY	NAVY	AIR NAT	AIR		
	GUARD	RESERVE	RESERVE	GUARD	RESERVE		TOTAL
-----+-----+-----+-----+-----+-----+-----							
FREQUENTLY :	13	2	6	18	10		49
	4.06	18.18	7.89	6.64	14.93		
-----+-----+-----+-----+-----+-----+-----							
SOMETIMES :	172	5	24	99	34		334
	53.75	45.45	31.58	36.53	50.75		
-----+-----+-----+-----+-----+-----+-----							
NEVER :	135	4	46	154	23		362
	42.19	36.36	60.53	56.83	34.33		
-----+-----+-----+-----+-----+-----+-----							
TOTAL :	320	11	76	271	67		745

Appendix F - [16]

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22A BY Q1

Q22A (REALISTIC PREVIEW OF RECRUITING)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 189	: 5	: 43	: 187	: 59	483
	: 54.62	: 41.67	: 52.44	: 62.33	: 73.75	
NEUTRAL	: 62	: 4	: 17	: 50	: 9	142
	: 17.92	: 33.33	: 20.73	: 16.67	: 11.25	
DISAGREE	: 95	: 3	: 22	: 63	: 12	195
	: 27.46	: 25.00	: 26.83	: 21.00	: 15.00	
TOTAL	346	12	82	300	80	820

FREQUENCY MISSING = 3

TABLE OF Q22B BY Q1

Q22B (FAMILY WELL PREPARED)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 94	: 2	: 21	: 123	: 40	280
	: 27.25	: 16.67	: 25.93	: 41.41	: 51.28	
NEUTRAL	: 72	: 5	: 24	: 83	: 20	204
	: 20.87	: 41.67	: 29.63	: 27.95	: 25.64	
DISAGREE	: 179	: 5	: 36	: 91	: 18	329
	: 51.88	: 41.67	: 44.44	: 30.64	: 23.08	
TOTAL	345	12	81	297	78	813

FREQUENCY MISSING = 10

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22C BY Q1

Q22C (RECEIVED GOOD TRAINING)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
AGREE	: 243	: 7	: 66	: 20 ^F	: 56	:	577	
	: 70.23	: 58.33	: 80.49	: 68.33	: 70.00	:		
NEUTRAL	: 64	: 3	: 7	: 40	: 8	:	122	
	: 18.50	: 25.00	: 8.54	: 13.33	: 10.00	:		
DISAGREE	: 39	: 2	: 9	: 55	: 16	:	121	
	: 11.27	: 16.67	: 10.98	: 18.33	: 20.00	:		
TOTAL	346	12	82	300	80		820	

FREQUENCY MISSING = 3

TABLE OF Q22D BY Q1

Q22D (SUFFICIENT TRAINING TIME)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
AGREE	: 216	: 7	: 51	: 183	: 54	:	511	
	: 62.61	: 58.33	: 62.20	: 61.00	: 67.50	:		
NEUTRAL	: 62	: 4	: 12	: 51	: 11	:	140	
	: 17.97	: 33.33	: 14.63	: 17.00	: 13.75	:		
DISAGREE	: 67	: 1	: 19	: 66	: 15	:	168	
	: 19.42	: 8.33	: 23.17	: 22.00	: 18.75	:		
TOTAL	345	12	82	300	80		819	

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q22E BY Q1

Q22E (ASSISTED BY EXPERIENCED RECRUITER)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 180	: 6	: 44	: 191	: 61	482
	: 52.02	: 50.00	: 53.66	: 63.67	: 76.25	
NEUTRAL	: 37	: 2	: 7	: 36	: 7	89
	: 10.69	: 16.67	: 8.54	: 12.00	: 8.75	
DISAGREE	: 129	: 4	: 31	: 73	: 12	249
	: 37.28	: 33.33	: 37.80	: 24.33	: 15.00	
TOTAL	346	12	82	300	80	820

FREQUENCY MISSING = 3

TABLE OF Q23A BY Q1

Q23A (GOALS ARE ACHIEVABLE)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 216	: 8	: 60	: 210	: 54	548
	: 62.43	: 66.67	: 74.07	: 70.23	: 67.50	
NEUTRAL	: 73	: 1	: 12	: 44	: 17	147
	: 21.10	: 8.33	: 14.81	: 14.72	: 21.25	
DISAGREE	: 57	: 3	: 9	: 45	: 9	123
	: 16.47	: 25.00	: 11.11	: 15.05	: 11.25	
TOTAL	346	12	81	299	80	818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23B BY Q1

Q23B (MARKET IS ADEQUATE TO MAKE GOAL)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
AGREE	: 187 :	7 :	51 :	219 :	65 :	529
	: 54.05 :	58.33 :	63.75 :	73.74 :	81.25 :	
NEUTRAL	: 66 :	3 :	16 :	48 :	10 :	143
	: 19.08 :	25.00 :	20.00 :	16.16 :	12.50 :	
DISAGREE	: 93 :	2 :	13 :	30 :	5 :	143
	: 26.88 :	16.67 :	16.25 :	10.10 :	6.25 :	
TOTAL	346	12	80	297	80	815

FREQUENCY MISSING = 8

TABLE OF Q23C BY Q1

Q23C (DEP EVENTS HELP ACHIEVE GOAL)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
AGREE	: 94 :	3 :	13 :	101 :	8 :	219
	: 27.57 :	25.00 :	16.67 :	34.71 :	10.53 :	
NEUTRAL	: 179 :	4 :	46 :	136 :	51 :	416
	: 52.49 :	33.33 :	58.97 :	46.74 :	67.11 :	
DISAGREE	: 68 :	5 :	19 :	54 :	17 :	163
	: 19.94 :	41.67 :	24.36 :	18.56 :	22.37 :	
TOTAL	341	12	78	291	76	798

FREQUENCY MISSING = 25

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23D BY Q1

Q23D (GOAL HAS "MAKE OR BREAK" EFFECT)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
AGREE	: 260	: 8	: 70	: 151	: 64	:	553
	: 75.58	: 66.67	: 86.42	: 50.67	: 81.01	:	
NEUTRAL	: 61	: 2	: 8	: 90	: 9	:	170
	: 17.73	: 16.67	: 9.88	: 30.20	: 11.39	:	
DISAGREE	: 23	: 2	: 3	: 57	: 6	:	91
	: 6.69	: 16.67	: 3.70	: 19.13	: 7.59	:	
TOTAL	344	12	81	298	79		814

FREQUENCY MISSING = 9

TABLE OF Q23E BY Q1

Q23E (PRESSURED AFTER MAKING GOAL)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
AGREE	: 221	: 5	: 62	: 131	: 44	:	463
	: 63.87	: 41.67	: 76.54	: 44.11	: 55.00	:	
NEUTRAL	: 73	: 4	: 11	: 87	: 20	:	195
	: 21.10	: 33.33	: 13.58	: 29.29	: 25.00	:	
DISAGREE	: 52	: 3	: 8	: 79	: 16	:	158
	: 15.03	: 25.00	: 9.88	: 26.60	: 20.00	:	
TOTAL	346	12	81	297	80		816

FREQUENCY MISSING = 7

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23F BY Q1

Q23F (PUNISHED WHEN GOAL IS MISSED)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		TOTAL
AGREE	: 167	: 4	: 32	: 59	: 24	:		286
	: 48.27	: 33.33	: 39.51	: 19.00	: 30.00	:		
NEUTRAL	: 115	: 5	: 34	: 88	: 29	:		271
	: 33.24	: 41.67	: 41.98	: 29.53	: 36.25	:		
DISAGREE	: 64	: 3	: 15	: 151	: 27	:		260
	: 18.50	: 25.00	: 18.52	: 50.67	: 33.75	:		
TOTAL	346	12	81	298	80			817

FREQUENCY MISSING = 6

TABLE OF Q23G BY Q1

Q23G (ALLOWED TO MAKE UP MISSED GOAL)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		TOTAL
AGREE	: 264	: 2	: 58	: 226	: 50	:		600
	: 76.30	: 16.67	: 71.60	: 75.59	: 62.50	:		
NEUTRAL	: 48	: 6	: 8	: 55	: 17	:		134
	: 13.87	: 50.00	: 9.88	: 18.39	: 21.25	:		
DISAGREE	: 34	: 4	: 15	: 18	: 13	:		84
	: 9.83	: 33.33	: 18.52	: 6.02	: 16.25	:		
TOTAL	346	12	81	299	80			818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23H BY Q1

Q23H (RECEIVE ADEQUATE SUPPORT)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
AGREE	: 196	: 4	: 38	: 195	: 66	:	490	
	: 55.65	: 33.33	: 46.91	: 65.22	: 82.50	:		
NEUTRAL	: 54	: 4	: 18	: 34	: 6	:	116	
	: 15.61	: 33.33	: 22.22	: 11.37	: 7.50	:		
DISAGREE	: 96	: 4	: 25	: 70	: 8	:	203	
	: 27.75	: 33.33	: 30.86	: 23.41	: 10.00	:		
TOTAL	346	12	81	299	80		818	

FREQUENCY MISSING = 5

TABLE OF Q23I BY Q1

Q23I (PAPERWORK INTERFERES WITH MAKING GOAL)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL	
AGREE	: 129	: 4	: 40	: 163	: 43	:	379	
	: 37.39	: 33.33	: 49.38	: 54.52	: 53.75	:		
NEUTRAL	: 132	: 5	: 27	: 70	: 19	:	253	
	: 38.26	: 41.67	: 33.33	: 23.41	: 23.75	:		
DISAGREE	: 84	: 3	: 14	: 66	: 18	:	185	
	: 24.35	: 25.00	: 17.28	: 22.07	: 22.50	:		
TOTAL	345	12	81	299	80		817	

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q23J BY Q1

Q23J(SUPERVISORS HELP WITH PROBLEMS)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	TOTAL
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	
AGREE	: 153 :	2 :	43 :	128 :	36 :		362
	: 44.35 :	16.67 :	53.09 :	42.95 :	45.00 :		
NEUTRAL	: 72 :	6 :	18 :	94 :	25 :		215
	: 20.87 :	50.00 :	22.22 :	31.54 :	31.25 :		
DISAGREE	: 120 :	4 :	20 :	76 :	19 :		239
	: 34.78 :	33.33 :	24.69 :	25.50 :	23.75 :		
TOTAL	345	12	81	298	80		816

FREQUENCY MISSING = 7

TABLE OF Q24 BY Q1

Q24 (MONTHS GOALS ACHIEVED)							Q1 (COMPONENT)
FREQUENCY							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	TOTAL
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	
5 MONTHS OR LESS	: 64 :	2 :	2 :	56 :	6 :		130
	: 19.10 :	28.57 :	2.47 :	22.67 :	10.17 :		
6-8 MONTHS	: 80 :	0 :	9 :	61 :	9 :		159
	: 23.88 :	0.00 :	11.11 :	24.70 :	15.25 :		
9-12 MONTHS	: 191 :	5 :	70 :	130 :	44 :		440
	: 57.01 :	71.43 :	86.42 :	52.63 :	74.58 :		
TOTAL	335	7	81	247	59		729

FREQUENCY MISSING = 94

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q25 BY Q1

Q25 (PERCENT GOAL ACHIEVED)	Q1 (COMPONENT)						
FREQUENCY :							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
N/A	: 11 :	5 :	1 :	45 :	9 :		71
	: 3.18 :	41.67 :	1.22 :	15.10 :	11.25 :		
0-75	: 57 :	1 :	3 :	53 :	10 :		124
	: 16.47 :	8.33 :	3.66 :	17.79 :	12.50 :		
76 TO 100%	: 158 :	3 :	34 :	139 :	18 :		352
	: 45.66 :	25.00 :	41.46 :	46.64 :	22.50 :		
101 TO 125%	: 81 :	2 :	34 :	46 :	34 :		197
	: 23.41 :	16.67 :	41.46 :	15.44 :	42.50 :		
126 TO 150%	: 29 :	0 :	8 :	7 :	3 :		47
	: 8.38 :	0.00 :	9.76 :	2.35 :	3.75 :		
> 150%	: 10 :	1 :	2 :	8 :	6 :		27
	: 2.89 :	8.33 :	2.44 :	2.68 :	7.50 :		
TOTAL	346	12	82	298	80		818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q26 BY Q1

Q26 (LIKELIHOOD TO MAKE GOAL)		Q1 (COMPONENT)						
FREQUENCY	:	ARMY NAT:ARMY		NAVY		AIR NAT :AIR		
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:	TOTAL
NA	:	3	5	1	7	0	:	16
	:	0.86	41.67	1.22	2.35	0.00	:	
DIFFICULT	:	150	4	28	111	19	:	312
	:	43.23	33.33	34.15	37.25	23.75	:	
SHOULD MAKE GOAL	:	163	2	50	163	51	:	429
	:	46.97	16.67	60.98	54.70	63.75	:	
SHOULD EXCEED	:	31	1	3	17	10	:	62
GOAL	:	8.93	8.33	3.66	5.70	12.50	:	
TOTAL	:	347	12	82	298	80	:	819

FREQUENCY MISSING = 4

TABLE OF Q27 BY Q1

Q27 (SELF SUCCESS RATING)		Q1 (COMPONENT)						
FREQUENCY	:	ARMY NAT:ARMY		NAVY		AIR NAT :AIR		
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:	TOTAL
ONE OF THE BEST	:	100	3	23	119	32	:	277
	:	28.82	25.00	28.05	40.20	42.11	:	
BETTER THAN MOST	:	103	3	27	74	25	:	232
	:	29.68	25.00	32.93	25.00	32.89	:	
ABOVE AVERAGE	:	136	6	28	93	18	:	231
	:	39.19	50.00	34.15	31.42	23.68	:	
SOMEWHAT BELOW	:	8	0	4	10	1	:	23
	:	2.31	0.00	4.88	3.38	1.32	:	
TOTAL	:	347	12	82	296	76	:	813

FREQUENCY MISSING = 10

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q28A BY Q1

Q28A(MILEAGE RESTRICTIONS CAUSE PROBLEMS)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
AGREE	: 137	: 1	: 41	: 158	: 47	384
	: 39.60	: 8.33	: 50.00	: 54.11	: 53.75	
NEUTRAL	: 106	: 6	: 27	: 107	: 25	271
	: 30.64	: 50.00	: 32.93	: 36.64	: 31.25	
DISAGREE	: 103	: 5	: 14	: 27	: 8	157
	: 29.77	: 41.67	: 17.07	: 9.25	: 10.00	
TOTAL	346	12	82	292	80	812

FREQUENCY MISSING = 11

TABLE OF Q28B BY Q1

Q28B(FREEDOM TO PLAN AND PERFORM JOB)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
AGREE	: 293	: 7	: 70	: 253	: 68	691
	: 84.93	: 58.33	: 95.37	: 84.62	: 85.00	
NEUTRAL	: 25	: 1	: 5	: 23	: 5	59
	: 7.25	: 8.33	: 6.10	: 7.69	: 6.25	
DISAGREE	: 27	: 4	: 7	: 23	: 7	68
	: 7.83	: 33.33	: 8.54	: 7.69	: 8.75	
TOTAL	345	12	82	299	80	818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q28C BY Q1

Q28C (GOOD SUPERVISOR SUPPORT)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		TOTAL
AGREE	: 192	: 5	: 50	: 209	: 60	:		516
	: 55.49	: 41.67	: 60.98	: 69.90	: 75.00	:		
NEUTRAL	: 72	: 4	: 22	: 49	: 12	:		159
	: 20.81	: 33.33	: 26.83	: 16.39	: 15.00	:		
DISAGREE	: 82	: 3	: 10	: 41	: 8	:		144
	: 23.70	: 25.00	: 12.20	: 13.71	: 10.00	:		
TOTAL	346	12	82	299	80			819

FREQUENCY MISSING = 4

TABLE OF Q28D BY Q1

Q28D (TEAMWORK WITH SUPERIORS)							Q1 (COMPONENT)	
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		TOTAL
AGREE	: 180	: 4	: 46	: 205	: 38	:		493
	: 52.02	: 33.33	: 56.10	: 68.56	: 72.50	:		
NEUTRAL	: 79	: 3	: 21	: 56	: 11	:		170
	: 22.83	: 25.00	: 25.61	: 18.73	: 13.75	:		
DISAGREE	: 87	: 5	: 15	: 38	: 11	:		156
	: 25.14	: 41.67	: 18.29	: 12.71	: 13.75	:		
TOTAL	346	12	82	299	80			819

FREQUENCY MISSING = 4

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29A BY Q1

Q29A(SUPERVISORS UNDERSTAND/HELP)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
AGREE	: 154 :	4 :	33 :	187 :	61 :	439
	: 44.51 :	33.33 :	40.24 :	62.96 :	77.22 :	
NEUTRAL	: 92 :	1 :	27 :	59 :	6 :	185
	: 26.59 :	8.33 :	32.93 :	19.87 :	7.59 :	
DISAGREE	: 100 :	7 :	22 :	51 :	12 :	192
	: 28.90 :	58.33 :	26.83 :	17.17 :	15.19 :	
TOTAL	346	12	82	297	79	816

FREQUENCY MISSING = 7

TABLE OF Q29B BY Q1

Q29B(OFFICERS EVALUATE OVERALL RECORD)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	TOTAL
AGREE	: 153 :	4 :	30 :	157 :	30 :	374
	: 44.22 :	33.33 :	37.04 :	53.04 :	37.97 :	
NEUTRAL	: 62 :	4 :	18 :	73 :	35 :	192
	: 17.92 :	33.33 :	22.22 :	24.66 :	44.30 :	
DISAGREE	: 131 :	4 :	33 :	66 :	14 :	248
	: 37.86 :	33.33 :	40.74 :	22.30 :	17.72 :	
TOTAL	346	12	81	296	79	814

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29C BY Q1

Q29C (RECOGNIZED FOR GOOD JOB)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
AGREE	: 201	: 6	: 42	: 134	: 66	:	449
	: 58.26	: 50.00	: 51.22	: 45.27	: 83.54	:	
NEUTRAL	: 77	: 2	: 24	: 51	: 9	:	163
	: 22.32	: 16.67	: 29.27	: 17.23	: 11.39	:	
DISAGREE	: 67	: 4	: 16	: 111	: 4	:	202
	: 19.42	: 33.33	: 19.51	: 37.50	: 5.06	:	
TOTAL	345	12	82	296	79		814

FREQUENCY MISSING = 9

TABLE OF Q29D BY Q1

Q29D (ATTAINED GOOD CIVILIAN JOB SKILLS)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
AGREE	: 206	: 5	: 39	: 206	: 52	:	508
	: 59.71	: 41.67	: 47.56	: 69.59	: 65.82	:	
NEUTRAL	: 106	: 5	: 31	: 77	: 22	:	241
	: 30.72	: 41.67	: 37.80	: 26.01	: 27.85	:	
DISAGREE	: 33	: 2	: 12	: 13	: 5	:	65
	: 9.57	: 16.67	: 14.63	: 4.39	: 6.33	:	
TOTAL	345	12	82	296	79		814

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29E BY Q1

Q29E (IMPORTANT/CHALLENGING WORK)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
AGREE	: 335	: 10	: 80	: 292	: 76	: 793
	: 97.67	: 83.33	: 97.56	: 98.65	: 96.20	:
NEUTRAL	: 7	: 1	: 2	: 4	: 3	: 17
	: 2.04	: 8.33	: 2.44	: 1.35	: 3.80	:
DISAGREE	: 1	: 1	: 0	: 0	: 0	: 2
	: 0.29	: 8.33	: 0.00	: 0.00	: 0.00	:
TOTAL	343	12	82	296	79	812

FREQUENCY MISSING = 11

TABLE OF Q29F BY Q1

Q29F (RECRUITER PAY IS SUFFICIENT)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
AGREE	: 171	: 1	: 27	: 131	: 23	: 353
	: 49.57	: 8.33	: 32.93	: 44.26	: 29.11	:
NEUTRAL	: 65	: 2	: 18	: 56	: 9	: 150
	: 18.84	: 16.67	: 21.95	: 18.92	: 11.39	:
DISAGREE	: 109	: 9	: 37	: 109	: 47	: 311
	: 31.59	: 75.00	: 45.12	: 36.82	: 59.49	:
TOTAL	345	12	82	296	79	814

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29G BY Q1

Q29G (TIME/MATERIALS FOR ADVANCEMENT TEST)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 81	: 3	: 15	: 55	: 23	177
	: 23.48	: 25.00	: 18.52	: 18.90	: 29.49	
NEUTRAL	: 154	: 3	: 15	: 181	: 28	381
	: 44.64	: 25.00	: 18.52	: 62.20	: 35.90	
DISAGREE	: 110	: 6	: 51	: 55	: 27	249
	: 31.88	: 50.00	: 62.96	: 18.90	: 34.62	
TOTAL	345	12	81	291	78	807

FREQUENCY MISSING = 16

TABLE OF Q29H BY Q1

Q29H (PROMOTION OPPORTUNITY BETTER)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
AGREE	: 153	: 2	: 7	: 76	: 43	281
	: 41.22	: 16.67	: 8.64	: 25.68	: 54.43	
NEUTRAL	: 94	: 4	: 25	: 86	: 17	226
	: 27.17	: 33.33	: 30.86	: 29.05	: 21.52	
DISAGREE	: 99	: 6	: 49	: 134	: 19	307
	: 28.61	: 50.00	: 60.49	: 45.27	: 24.05	
TOTAL	346	12	81	296	79	814

FREQUENCY MISSING = 9

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q29I BY Q1

Q29I (GOOD RECRUITERS ALLOWED TO EXTEND)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
AGREE	: 267	: 9	: 69	: 218	: 64	:	627
	: 77.17	: 75.00	: 85.19	: 74.66	: 81.01	:	
NEUTRAL	: 73	: 3	: 11	: 74	: 13	:	174
	: 21.10	: 25.00	: 13.58	: 25.34	: 16.46	:	
DISAGREE	: 6	: 0	: 1	: 0	: 2	:	9
	: 1.73	: 0.00	: 1.23	: 0.00	: 2.53	:	
TOTAL	346	12	81	292	79		810

FREQUENCY MISSING = 13

TABLE OF Q30 BY Q1

Q30 (LOSING APPLICANTS TO OTHER SERVICES)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
YES	: 270	: 8	: 63	: 188	: 51	:	580
	: 78.26	: 66.67	: 76.83	: 63.09	: 63.75	:	
NO	: 75	: 4	: 19	: 110	: 29	:	237
	: 21.74	: 33.33	: 23.17	: 36.91	: 36.25	:	
TOTAL	345	12	82	298	80		817

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31A BY Q1

Q31A(BETTER CASH BONUS INCENTIVES)							Q1 (COMPONENT)	
FREQUENCY	:							
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
N/A	:	78	:	4	:	19	:	243
	:	22.41	:	33.33	:	23.17	:	
SELECTED	:	85	:	2	:	32	:	241
	:	24.43	:	16.67	:	39.02	:	
NOT SELECTED	:	185	:	6	:	31	:	339
	:	53.16	:	50.00	:	37.80	:	
TOTAL	:	348	:	12	:	82	:	823

TABLE OF Q31B BY Q1

Q31B(BETTER QUALITY OF LIFE)							Q1 (COMPONENT)	
FREQUENCY	:							
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
N/A	:	78	:	4	:	19	:	243
	:	22.41	:	33.33	:	23.17	:	
SELECTED	:	42	:	5	:	6	:	57
	:	12.07	:	41.67	:	7.32	:	
NOT SELECTED	:	228	:	3	:	57	:	523
	:	65.52	:	25.00	:	69.51	:	
TOTAL	:	348	:	12	:	82	:	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31C BY Q1

Q31C (BETTER EDUCATIONAL BENEFITS)						Q1 (COMPONENT)
FREQUENCY	:					
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE
	:					
N/A	:	78	4	19	113	29
	:	22.41	33.33	23.17	37.54	36.25
SELECTED	:	80	1	38	68	35
	:	22.99	8.33	46.34	22.59	43.75
NOT SELECTED	:	190	7	25	120	16
	:	54.60	58.33	30.49	39.87	20.00
TOTAL	:	348	12	82	301	80

TABLE OF Q31D BY Q1

Q31D (BETTER IMAGE)						Q1 (COMPONENT)
FREQUENCY	:					
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE
	:					
N/A	:	78	4	19	113	29
	:	22.41	33.33	23.17	37.54	36.25
SELECTED	:	132	5	5	10	0
	:	37.93	41.67	6.10	3.32	0.00
NOT SELECTED	:	138	3	58	178	51
	:	39.66	25.00	70.73	59.14	63.75
TOTAL	:	348	12	82	301	80

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31E BY Q1

Q31E (BETTER LENGTH OF CONTRACT)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
N/A	:	78	4	10	113	29	243
	:	22.41	33.33	23.17	37.54	36.25	
SELECTED	:	24	1	7	31	3	66
	:	6.90	8.33	8.54	10.30	3.75	
NOT SELECTED	:	246	7	56	157	48	514
	:	70.69	58.33	68.29	52.16	60.00	
TOTAL	:	348	12	82	301	80	823

TABLE OF Q31F BY Q1

Q31F (BETTER ADVERTISING)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
N/A LEGAL	:	78	4	19	113	29	243
	:	22.41	33.33	23.17	37.54	36.25	
SELECTED	:	182	3	38	75	17	315
	:	52.30	25.00	46.34	24.92	21.25	
NOT SELECTED	:	88	5	25	113	34	265
	:	25.29	41.67	30.49	37.54	42.50	
TOTAL	:	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31G BY Q1

Q31G(BETTER PROMOTIONAL ITEMS)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
N/A LEGAL	:	78	4	19	113	29	243
	:	22.41	33.33	23.17	37.54	36.25	
SELECTED	:	94	2	23	33	7	159
	:	27.01	16.67	28.05	10.96	8.75	
NOT SELECTED	:	176	6	40	155	44	421
	:	50.57	50.00	48.78	51.50	55.00	
TOTAL	:	348	12	82	301	80	823

TABLE OF Q31H BY Q1

Q31H(BETTER SKILL TRAINING)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
N/A	:	78	4	19	113	29	243
	:	22.41	33.33	23.17	37.54	36.25	
SELECTED	:	59	5	11	11	4	90
	:	16.95	41.67	13.41	3.65	5.00	
NOT SELECTED	:	211	3	52	177	47	490
	:	60.63	25.00	63.41	58.80	58.75	
TOTAL	:	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q31I BY Q1

Q31I (OTHER REASONS FOR LOSING APPLICANTS)						Q1 (COMPONENT)
FREQUENCY	:					
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE
	:					
N/A	:	78	4	19	113	29
	:	22.41	33.33	23.17	37.54	36.25
SELECTED	:	78	1	14	82	14
	:	22.41	8.33	17.07	27.24	17.50
NOT SELECTED	:	192	7	49	106	37
	:	55.17	58.33	59.76	35.22	46.25
TOTAL	:	348	12	82	301	80
	:					823

TABLE OF Q32 BY Q1

Q32 (FREQUENCY OF RECRUITER IMPROPRIETIES)						Q1 (COMPONENT)
FREQUENCY	:					
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE
	:					
FREQUENTLY	:	33	4	9	13	4
	:	9.59	33.33	11.39	4.41	5.13
OCCASIONALLY	:	126	4	23	47	22
	:	36.63	33.33	29.11	15.93	28.21
SELDOM	:	159	1	40	125	40
	:	46.22	8.33	50.63	42.37	51.28
NEVER	:	26	3	7	110	12
	:	7.56	25.00	8.86	37.29	15.38
TOTAL	:	344	12	79	295	78
	:					808

FREQUENCY MISSING = 15

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33A BY Q1

Q33A (UNREALISTIC GOALS)		Q1 (COMPONENT)					
FREQUENCY :	COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:
		: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
GREATLY	: 102 :	3	: 20 :	48	: 18 :		191
	: 32.08 :	37.50	: 27.03 :	25.81	: 28.13 :		
SOME	: 180 :	5	: 41 :	96	: 33 :		355
	: 56.60 :	62.50	: 55.41 :	51.61	: 51.56 :		
NOT AT ALL	: 36 :	0	: 13 :	42	: 13 :		104
	: 11.32 :	0.00	: 17.57 :	22.58	: 20.31 :		
TOTAL	318	8	74	186	64		650

FREQUENCY MISSING = 173

TABLE OF Q33B BY Q1

Q33B (EMPHASIS ON HIGH QUALITY)		Q1 (COMPONENT)					
FREQUENCY :	COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:
		: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
GREATLY	: 68 :	3	: 17 :	26	: 11 :		125
	: 21.52 :	37.50	: 22.97 :	14.05	: 17.19 :		
SOME	: 188 :	4	: 35 :	90	: 27 :		344
	: 59.49 :	50.00	: 47.30 :	48.65	: 42.19 :		
NOT AT ALL	: 60 :	1	: 22 :	69	: 26 :		178
	: 18.99 :	12.50	: 29.73 :	37.30	: 40.63 :		
TOTAL	316	8	74	185	64		647

FREQUENCY MISSING = 176

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33C BY Q1

Q33C(PRESSURES BY SUPERIORS)						Q1 (COMPONENT)
FREQUENCY :	COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR :
		:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE :
						TOTAL
GREATLY	:	194 :	7 :	53 :	71 :	29 :
	:	61.20 :	87.50 :	71.62 :	38.17 :	46.03 :
SOME	:	112 :	1 :	20 :	90 :	27 :
	:	35.33 :	12.50 :	27.03 :	48.39 :	42.86 :
NOT AT ALL	:	11 :	0 :	1 :	25 :	7 :
	:	3.47 :	0.00 :	1.35 :	13.44 :	11.11 :
TOTAL		317	8	74	186	63

FREQUENCY MISSING = 175

TABLE OF Q33D BY Q1

Q33D(SELF-IMPOSED PRESSURE)						Q1 (COMPONENT)
FREQUENCY :	COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR :
		:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE :
						TOTAL
GREATLY	:	101 :	2 :	16 :	48 :	25 :
	:	31.96 :	25.00 :	21.92 :	26.09 :	39.06 :
SOME	:	182 :	4 :	46 :	115 :	33 :
	:	57.59 :	50.00 :	63.01 :	62.50 :	51.56 :
NOT AT ALL	:	33 :	2 :	11 :	21 :	6 :
	:	10.44 :	25.00 :	15.07 :	11.41 :	9.38 :
TOTAL		316	8	73	184	64

FREQUENCY MISSING = 178

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33E BY Q1

Q33E (UNREALISTIC MORAL STANDARDS)						Q1 (COMPONENT)
FREQUENCY :	ARMY NAT:	ARMY	NAVY	AIR NAT	AIR	
COL PCT :	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
GREATLY	112	2	15	46	18	193
	35.33	25.00	20.27	24.73	28.13	
SOME	159	5	34	90	26	314
	50.16	62.50	45.95	48.39	40.63	
NOT AT ALL	46	1	25	50	20	142
	14.51	12.50	33.78	26.88	31.25	
TOTAL	317	8	74	186	64	649

FREQUENCY MISSING = 174

TABLE OF Q33F BY Q1

Q33F (FEAR OF PERFORMANCE RATING)						Q1 (COMPONENT)
FREQUENCY :	ARMY NAT:	ARMY	NAVY	AIR NAT	AIR	
COL PCT :	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
GREATLY	93	5	30	38	14	180
	29.34	62.50	40.54	20.54	21.88	
SOME	186	3	36	107	35	367
	58.68	37.50	48.65	57.84	54.69	
NOT AT ALL	38	0	8	40	15	101
	11.99	0.00	10.81	21.62	23.44	
TOTAL	317	8	74	185	64	648

FREQUENCY MISSING = 175

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33G BY Q1

Q33G(TOO LITTLE TIME FOR PAPERWORK)							Q1 (COMPONENT)	
FREQUENCY :								
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:		
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL	
GREATLY	: 48 :	2 :	8 :	57 :	13 :		108	
	: 15.14 :	25.00 :	10.81 :	20.00 :	20.31 :			
SOME	: 158 :	3 :	36 :	96 :	25 :		318	
	: 49.84 :	37.50 :	48.65 :	51.89 :	39.06 :			
NOT AT ALL	: 111 :	3 :	30 :	52 :	26 :		222	
	: 35.02 :	37.50 :	40.54 :	28.11 :	40.63 :			
TOTAL	317	8	74	185	64		648	

FREQUENCY MISSING = 175

TABLE OF Q33H BY Q1

Q33H(NO TEAMWORK WITH SUPERVISORS)							Q1 (COMPONENT)	
FREQUENCY :								
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:		
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL	
GREATLY	: 65 :	1 :	13 :	38 :	10 :		127	
	: 20.57 :	12.50 :	17.57 :	20.54 :	15.63 :			
SOME	: 152 :	7 :	39 :	93 :	33 :		324	
	: 48.10 :	87.50 :	52.70 :	50.27 :	51.56 :			
NOT AT ALL	: 99 :	0 :	22 :	54 :	21 :		196	
	: 31.33 :	0.00 :	29.73 :	29.19 :	32.81 :			
TOTAL	316	8	74	185	64		647	

FREQUENCY MISSING = 176

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q33I BY Q1

Q33I (INAPPROPRIATE PEOPLE RECRUITING)							Q1 (COMPONENT)
FREQUENCY :	COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
		: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
GREATER	:	81 :	3 :	22 :	41 :	19 :	166
	:	25.80 :	37.50 :	29.73 :	22.28 :	30.16 :	
SOME	:	173 :	5 :	40 :	93 :	31 :	342
	:	55.10 :	62.50 :	54.05 :	50.54 :	49.21 :	
NOT AT ALL	:	60 :	0 :	12 :	50 :	13 :	135
	:	19.11 :	0.00 :	16.22 :	27.17 :	20.63 :	
TOTAL		314	8	74	184	63	643

FREQUENCY MISSING = 180

TABLE OF Q34 BY Q1

Q34 (SEXUAL MISCONDUCT RECRUITERS/APPLICANTS)							Q1 (COMPONENT)
FREQUENCY :	COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
		: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
FREQUENTLY	:	4 :	3 :	0 :	2 :	1 :	10
	:	1.15 :	25.00 :	0.00 :	0.67 :	1.28 :	
OCCASIONALLY	:	41 :	2 :	4 :	11 :	10 :	68
	:	11.82 :	16.67 :	4.88 :	3.68 :	12.82 :	
SELDOM	:	150 :	1 :	36 :	64 :	28 :	279
	:	43.23 :	8.33 :	43.90 :	21.40 :	35.90 :	
NEVER	:	152 :	6 :	42 :	222 :	39 :	461
	:	43.80 :	50.00 :	51.22 :	74.25 :	50.00 :	
TOTAL		347	12	82	299	78	818

FREQUENCY MISSING = 5

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q35 BY Q1

Q35 (CHOICE FOR NEXT ASSIGNMENT)				Q1 (COMPONENT)			
FREQUENCY:							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
REMAIN	: 230	: 2	: 49	: 231	: 71	:	593
	: 66.28	: 16.67	: 59.76	: 77.52	: 88.75	:	
PREV OCC	: 49	: 6	: 19	: 16	: 2	:	92
	: 14.12	: 50.00	: 23.17	: 5.37	: 2.50	:	
NEW SPEC	: 52	: 4	: 11	: 46	: 5	:	118
	: 14.99	: 33.33	: 13.41	: 15.44	: 6.25	:	
LEAVE	: 16	: 0	: 3	: 5	: 2	:	26
	: 4.61	: 0.00	: 3.66	: 1.68	: 2.50	:	
TOTAL	347	12	82	298	80		819

FREQUENCY MISSING = 4

TABLE OF Q36A BY Q1

Q36A (SATISFACTION WITH RECRUITING)				Q1 (COMPONENT)			
FREQUENCY:							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
SAT	: 256	: 3	: 63	: 269	: 73	:	664
	: 74.64	: 25.00	: 79.75	: 89.97	: 92.41	:	
NEITHER	: 43	: 5	: 14	: 20	: 4	:	86
	: 12.54	: 41.67	: 17.72	: 6.69	: 5.06	:	
DISSAT	: 44	: 4	: 2	: 10	: 2	:	62
	: 12.83	: 33.33	: 2.53	: 3.34	: 2.53	:	
TOTAL	343	12	79	299	79		812

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q36B BY Q1

Q36B (SATISFACTION WITH MILITARY LIFE)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
SAT	: 298	: 11	: 69	: 264	: 70	: 712
	: 86.88	: 91.67	: 88.46	: 88.59	: 88.61	:
NEITHER	: 30	: 1	: 8	: 26	: 5	: 70
	: 8.75	: 8.33	: 10.26	: 8.72	: 6.33	:
DISSAT	: 15	: 0	: 1	: 8	: 4	: 28
	: 4.37	: 0.00	: 1.28	: 2.68	: 5.06	:
TOTAL	343	12	78	298	79	810

FREQUENCY MISSING = 13

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q37 BY Q1

Q37 (RECRUITING MARKET)

Q1 (COMPONENT)

FREQUENCY	:	:	:	:	:	:	:
COL PCT	:	ARMY NAT:	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
-----	+	-----	+	-----	+	-----	+
NA	:	18	:	5	:	0	:
	:	5.20	:	41.67	:	0.00	:
	:		:		:	8.03	:
	:		:		:	23.08	:
	:		:		:		:
URBAN/METRO	:	66	:	2	:	16	:
	:	19.08	:	16.67	:	19.51	:
	:		:		:	25.75	:
	:		:		:	24.36	:
	:		:		:		:
MORE URBAN	:	33	:	2	:	7	:
	:	9.54	:	16.67	:	8.54	:
	:		:		:	11.04	:
	:		:		:	11.54	:
	:		:		:		:
HALF URBAN/RURAL	:	87	:	1	:	29	:
	:	25.14	:	8.33	:	35.37	:
	:		:		:	34.78	:
	:		:		:	34.62	:
	:		:		:		:
RURAL	:	77	:	1	:	24	:
	:	22.25	:	8.33	:	29.27	:
	:		:		:	18.06	:
	:		:		:	6.41	:
	:		:		:		:
MORE RURAL	:	65	:	1	:	6	:
	:	18.79	:	8.33	:	7.32	:
	:		:		:	2.34	:
	:		:		:	0.00	:
	:		:		:		:
TOTAL	:	346	:	12	:	82	:
	:		:		:	299	:
	:		:		:	78	:
	:		:		:		:

FREQUENCY MISSING = 6

**RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE**

Q38 (HIGH SCHOOL SENIORS) Q1 (COMPONENT)

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q39 BY Q1

Q39 (QUALIFIED SENIORS)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
N/A	:	18	5	0	24	18	65
	:	5.22	41.67	0.00	8.00	22.78	
0 TO 20%	:	60	1	9	23	6	99
	:	17.39	8.33	11.39	7.67	7.59	
21 TO 40%	:	124	3	29	81	18	255
	:	35.94	25.00	36.71	27.00	22.78	
41 TO 60%	:	114	3	32	110	24	283
	:	33.04	25.00	40.51	36.67	30.38	
61 TO 80%	:	26	0	9	54	12	101
	:	7.54	0.00	11.39	18.00	15.19	
81 TO 100%	:	3	0	0	8	1	12
	:	0.87	0.00	0.00	2.67	1.27	
TOTAL	:	345	12	79	300	79	815

FREQUENCY MISSING = 8

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q40 BY Q1

Q40 (REASONABLE PROSPECTS)		Q1 (COMPONENT)					TOTAL
FREQUENCY :	COL PCT	ARMY NAT:	ARMY	NAVY	AIR NAT	AIR	
		GUARD	RESERVE	RESERVE	GUARD	RESERVE	
N/A	:	18 :	5 :	0 :	24 :	18 :	65
	:	5.22 :	41.67 :	0.00 :	8.00 :	22.78 :	
0 TO 5%	:	73 :	0 :	12 :	40 :	16 :	141
	:	21.16 :	0.00 :	15.19 :	13.33 :	20.25 :	
6 TO 15%	:	146 :	3 :	26 :	105 :	16 :	296
	:	42.32 :	25.00 :	32.91 :	35.00 :	20.25 :	
16 TO 30%	:	75 :	3 :	25 :	85 :	18 :	206
	:	21.74 :	25.00 :	31.65 :	28.33 :	22.78 :	
31 TO 60%	:	30 :	1 :	16 :	39 :	10 :	96
	:	8.70 :	8.33 :	20.25 :	13.00 :	12.00 :	
61 TO 100%	:	3 :	0 :	0 :	7 :	:	11
	:	0.87 :	0.00 :	0.00 :	2.33 :	1.27 :	
TOTAL		345	12	79	300	79	815

FREQUENCY MISSING = 8

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q41 BY Q1

Q41 (COLLEGE BOUND)

Q1 (COMPONENT)

FREQUENCY :							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
	+	+	+	+	+	+	
1. A	: 18 :	5 :	0 :	24 :	18 :		65
	: 5.23 :	41.67 :	0.00 :	8.11 :	22.78 :		
	+	+	+	+	+	+	
0 TO 25%	: 48 :	0 :	11 :	12 :	6 :		77
	: 13.95 :	0.00 :	13.92 :	4.05 :	7.59 :		
	+	+	+	+	+	+	
26 TO 50%	: 119 :	3 :	23 :	106 :	29 :		280
	: 34.59 :	25.00 :	29.11 :	35.81 :	36.71 :		
	+	+	+	+	+	+	
51 TO 75%	: 133 :	4 :	33 :	128 :	23 :		321
	: 38.66 :	33.33 :	41.77 :	43.24 :	29.11 :		
	+	+	+	+	+	+	
76 TO 100%	: 26 :	0 :	12 :	26 :	3 :		67
	: 7.56 :	0.00 :	15.19 :	8.78 :	3.80 :		
	+	+	+	+	+	+	
TOTAL	344	12	79	296	79		810

FREQUENCY MISSING = 13

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q42 BY Q1

Q42 (COLLEGE BOUND/NEED FINANCIAL AID)						Q1 (COMPONENT)
FREQUENCY :						
COL PCT	: ARMY NAT:	: ARMY	: NAVY	: AIR NAT :	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE :	TOTAL
N/A	: 18 :	: 5 :	: 0 :	: 24 :	: 18 :	65
	: 5.26 :	: 41.67 :	: 0.00 :	: 8.08 :	: 22.78 :	
0 TO 25%	: 42 :	: 0 :	: 8 :	: 12 :	: 4 :	66
	: 12.28 :	: 0.00 :	: 10.13 :	: 4.04 :	: 5.06 :	
26 TO 50%	: 112 :	: 3 :	: 22 :	: 83 :	: 18 :	238
	: 32.75 :	: 25.00 :	: 27.85 :	: 27.95 :	: 22.78 :	
51 TO 75%	: 130 :	: 4 :	: 31 :	: 118 :	: 28 :	311
	: 38.01 :	: 33.33 :	: 39.24 :	: 39.73 :	: 35.44 :	
76 TO 100%	: 40 :	: 0 :	: 18 :	: 60 :	: 11 :	129
	: 11.70 :	: 0.00 :	: 22.78 :	: 20.20 :	: 13.92 :	
TOTAL	342	12	79	297	79	809

FREQUENCY MISSING = 14

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43A BY Q1

Q43A(TALK TO SENIORS ANYTIME)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	TOTAL
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	
N/A	: 18 :	5 :	0 :	24 :	18 :		65
	: 5.22 :	41.67 :	0.00 :	8.00 :	23.08 :		
AGREE	: 132 :	3 :	16 :	105 :	18 :		274
	: 38.26 :	25.00 :	20.78 :	35.00 :	23.08 :		
NEUTRAL	: 40 :	1 :	37 :	48 :	18 :		144
	: 11.59 :	8.33 :	48.05 :	16.00 :	23.08 :		
DISAGREE	: 155 :	3 :	24 :	123 :	24 :		329
	: 44.93 :	25.00 :	31.17 :	41.00 :	30.77 :		
TOTAL	345	12	77	300	78		812

FREQUENCY MISSING = 11

TABLE OF Q43B BY Q1

Q43B(DISPLAY POSTERS)							Q1 (COMPONENT)
FREQUENCY:							
COL PCT	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:	TOTAL
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	
N/A	: 18 :	5 :	0 :	24 :	18 :		65
	: 5.22 :	41.67 :	0.00 :	8.00 :	23.08 :		
AGREE	: 244 :	3 :	35 :	211 :	43 :		536
	: 70.72 :	25.00 :	45.45 :	70.33 :	55.13 :		
NEUTRAL	: 46 :	2 :	30 :	29 :	14 :		121
	: 13.33 :	16.67 :	38.96 :	9.67 :	17.95 :		
DISAGREE	: 37 :	2 :	12 :	36 :	3 :		90
	: 10.72 :	16.67 :	15.58 :	12.00 :	3.85 :		
TOTAL	345	12	77	300	78		812

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43C BY Q1

Q43C (SPEAK TO CLASSES)			Q1 (COMPONENT)				
FREQUENCY:							
COL PCT	:ARMY NAT	:ARMY	:NAVY	:AIR NAT	:AIR	:	
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
N/A	: 18 :	: 5 :	: 0 :	: 24 :	: 18 :	:	65
	: 5.22 :	: 41.67 :	: 0.00 :	: 8.00 :	: 23.08 :	:	
AGREE	: 140 :	: 5 :	: 19 :	: 150 :	: 24 :	:	338
	: 40.58 :	: 41.67 :	: 24.68 :	: 50.00 :	: 30.77 :	:	
NEUTRAL	: 74 :	: 1 :	: 28 :	: 49 :	: 17 :	:	169
	: 21.45 :	: 8.33 :	: 36.36 :	: 16.33 :	: 21.79 :	:	
DISAGREE	: 113 :	: 1 :	: 30 :	: 77 :	: 19 :	:	240
	: 32.75 :	: 8.33 :	: 38.96 :	: 25.67 :	: 24.36 :	:	
TOTAL	345	12	77	300	78		812

FREQUENCY MISSING = 11

TABLE OF Q43D BY Q1

Q43D(COUNSELORS ENCOURAGE MILITARY)				Q1 (COMPONENT)			
FREQUENCY:							
COL PCT	:ARMY NAT	:ARMY	:NAVY	:AIR NAT	:AIR	:	TOTAL
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	
N/A	: 18 :	: 5 :	: 0 :	: 24 :	: 18 :	:	65
	: 5.20 :	: 41.67 :	: 0.00 :	: 8.03 :	: 23.08 :	:	
AGREE	: 103 :	: 2 :	: 10 :	: 123 :	: 21 :	:	259
	: 29.77 :	: 16.67 :	: 12.99 :	: 41.14 :	: 26.92 :	:	
NEUTRAL	: 99 :	: 4 :	: 38 :	: 81 :	: 21 :	:	243
	: 28.61 :	: 33.33 :	: 49.35 :	: 27.09 :	: 26.92 :	:	
DISAGREE	: 126 :	: 1 :	: 29 :	: 71 :	: 18 :	:	245
	: 36.42 :	: 8.33 :	: 37.66 :	: 23.75 :	: 23.08 :	:	
TOTAL	346	12	77	299	78		812

FREQUENCY MISSING = 11

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q43E BY Q1

Q43E (COUNSELORS/MONEY FOR COLLEGE)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	: TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	
N/A	: 18	: 5	: 0	: 24	: 18	65
	: 5.25	: 41.67	: 0.00	: 8.05	: 23.08	
AGREE	: 125	: 1	: 12	: 145	: 32	315
	: 36.44	: 8.33	: 15.58	: 48.66	: 41.03	
NEUTRAL	: 100	: 4	: 38	: 71	: 16	229
	: 29.15	: 33.33	: 49.35	: 23.83	: 20.51	
DISAGREE	: 100	: 2	: 27	: 58	: 12	199
	: 29.15	: 16.67	: 35.06	: 19.46	: 15.38	
TOTAL	343	12	77	298	78	808

FREQUENCY MISSING = 15

TABLE OF Q44 BY Q1

Q44 (CAREER DAY)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	: TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	
N/A	: 18	: 5	: 0	: 24	: 18	65
	: 5.20	: 41.67	: 0.00	: 8.08	: 23.38	
YES	: 289	: 6	: 39	: 251	: 49	634
	: 83.53	: 50.00	: 50.00	: 84.51	: 63.64	
NO	: 33	: 0	: 22	: 22	: 6	83
	: 9.54	: 0.00	: 28.21	: 7.41	: 7.79	
NA	: 6	: 1	: 17	: 0	: 4	28
	: 1.73	: 8.33	: 21.79	: 0.00	: 5.19	
TOTAL	346	12	78	297	77	810

FREQUENCY MISSING = 13

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q45 BY Q1

Q45 (LOCAL/MILITARY PAY)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
N/A	:	18	5	0	24	18	:
	:	5.20	41.67	0.00	8.00	22.78	:
HIGHER	:	79	1	23	51	13	:
	:	22.83	8.33	28.75	17.00	16.46	:
ABOUT THE SAME	:	153	3	30	111	21	:
	:	44.22	25.00	37.50	37.00	26.58	:
LOWER	:	96	3	27	114	27	:
	:	27.75	25.00	33.75	38.00	34.18	:
TOTAL	:	346	12	80	300	79	:

FREQUENCY MISSING = 6

TABLE OF Q46 BY Q1

Q46 (CAREER POTENTIAL)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
N/A	:	18	5	0	24	18	:
	:	5.20	41.67	0.00	8.00	22.78	:
EASY	:	16	2	4	16	5	:
	:	4.62	16.67	5.00	5.33	6.33	:
NEITHER	:	90	2	22	63	22	:
	:	26.01	16.67	27.50	21.00	27.85	:
DIFFICULT	:	222	3	54	197	34	:
	:	64.16	25.00	67.50	65.67	43.04	:
TOTAL	:	346	12	80	300	79	:

FREQUENCY MISSING = 6

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q47 BY Q1

Q47 (SATISFACTION WITH RECRUITING LEADERSHIP) Q1 (COMPONENT)

FREQUENCY:

COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
SAT	: 148	: 6	: 33	: 171	: 51	:	409
	: 42.53	: 50.00	: 40.24	: 57.00	: 64.56	:	
NEITHER	: 84	: 2	: 24	: 61	: 8	:	179
	: 24.14	: 16.67	: 29.27	: 20.33	: 10.13	:	
DISSAT	: 116	: 4	: 25	: 68	: 20	:	233
	: 33.33	: 33.33	: 30.49	: 22.67	: 25.32	:	
TOTAL	348	12	82	300	79		821

FREQUENCY MISSING = 2

TABLE OF Q48 BY Q1

Q48 (SATISFACTION WITH MILITARY LEADERSHIP) Q1 (COMPONENT)

FREQUENCY:

COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
SAT	: 242	: 10	: 58	: 221	: 58	:	589
	: 69.54	: 83.33	: 70.73	: 74.16	: 72.50	:	
NEITHER	: 74	: 1	: 18	: 59	: 14	:	166
	: 21.26	: 8.33	: 21.95	: 19.80	: 17.50	:	
DISSAT	: 32	: 1	: 6	: 18	: 8	:	65
	: 9.20	: 8.33	: 7.32	: 6.04	: 10.00	:	
TOTAL	348	12	82	298	80		820

FREQUENCY MISSING = 3

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49A BY Q1

Q49A (NEED/GOALING)		Q1 (COMPONENT)					
FREQUENCY	COL PCT	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	TOTAL
		GUARD	RESERVE	RESERVE	GUARD	RESERVE	
SELECTED		154	2	44	70	26	296
		44.25	16.67	53.66	23.26	32.00	
NOT SELECTED		194	10	38	231	54	527
		55.75	83.33	46.34	76.74	67.50	
TOTAL		348	12	82	301	80	823

TABLE OF Q49B BY Q1

Q49B (NEED/ADMIN)		Q1 (COMPONENT)					
FREQUENCY	COL PCT	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	TOTAL
		GUARD	RESERVE	RESERVE	GUARD	RESERVE	
SELECTED		56	2	16	115	22	211
		16.09	16.67	19.51	38.21	27.50	
NOT SELECTED		292	10	66	186	58	612
		83.91	83.33	80.49	61.79	72.50	
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49C BY Q1

Q49C (NEED/SUPPORT)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
-----	+	-----	+	-----	+	-----	+
SELECTED	:	207	5	29	147	33	:
	:	59.48	41.67	35.37	48.84	41.25	:
-----	+	-----	+	-----	+	-----	+
NOT SELECTED	:	141	7	53	154	47	:
	:	40.52	58.33	64.63	51.16	58.75	:
-----	+	-----	+	-----	+	-----	+
TOTAL		348	12	82	301	80	823

TABLE OF Q49D BY Q1

Q49D (NEED/LEADERSHIP)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
-----	+	-----	+	-----	+	-----	+
SELECTED	:	137	6	33	154	49	:
	:	39.37	50.00	40.24	51.16	61.25	:
-----	+	-----	+	-----	+	-----	+
NOT SELECTED	:	211	6	49	147	31	:
	:	60.63	50.00	59.76	48.84	38.75	:
-----	+	-----	+	-----	+	-----	+
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49E BY Q1

Q49E (NEED/FAMILY)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
SELECTED	:	111	4	24	53	20	212
	:	31.90	33.33	29.27	17.61	25.00	
NOT SELECTED	:	237	8	58	248	60	611
	:	68.10	66.67	70.73	82.39	75.00	
TOTAL	:	348	12	82	301	90	823

TABLE OF Q49F BY Q1

Q49F (NEED/SELECTION)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
SELECTED	:	66	4	18	63	25	176
	:	18.97	33.33	21.95	20.93	31.25	
NOT SELECTED	:	282	8	64	238	55	647
	:	81.03	66.67	78.05	79.07	68.75	
TOTAL	:	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49G BY Q1

Q49G (NEED/ON-THE-JOB TRAINING)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	47	6	21	44	14	132
	:	13.51	50.00	25.61	14.62	17.50	
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	301	6	61	257	66	691
	:	86.49	50.00	74.39	85.38	82.50	
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		348	12	82	301	80	823

TABLE OF Q49H BY Q1

Q49H (NEED/NAT. ADVERTISING)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	48	6	21	46	14	135
	:	13.79	50.00	25.61	15.28	17.50	
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	300	6	61	255	66	688
	:	86.21	50.00	74.39	84.72	82.50	
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q49I BY Q1

Q49I (NEED/LOCAL ADVERTISING)							Q1 (COMPONENT)	
FREQUENCY	:							
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:	TOTAL
-----+								
SELECTED	:	149	1	21	139	17	:	327
	:	42.82	8.33	25.61	46.18	21.25	:	
-----+								
NOT SELECTED	:	199	11	61	162	63	:	496
	:	57.18	91.67	74.39	53.82	78.75	:	
-----+								
TOTAL		348	12	82	301	80		823

TABLE OF Q49J BY Q1

Q49J (NEED/PROMOTIONAL ITEMS)							Q1 (COMPONENT)	
FREQUENCY	:							
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:	TOTAL
-----+								
SELECTED	:	49	3	14	47	9	:	122
	:	14.08	25.00	17.07	15.61	11.25	:	
-----+								
NOT SELECTED	:	299	9	68	254	71	:	701
	:	85.92	75.00	82.93	84.39	88.75	:	
-----+								
TOTAL		348	12	82	301	80		823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50A BY Q1

Q50A	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	:
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	: 83 :	6 :	24 :	60 :	36 :	209
	: 23.85 :	50.00 :	29.27 :	19.93 :	45.00 :	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	: 265 :	6 :	58 :	241 :	44 :	614
	: 76.15 :	50.00 :	70.73 :	80.07 :	55.00 :	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	348	12	82	301	80	823

TABLE OF Q50B BY Q1

Q50B	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	:
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	: 115 :	5 :	37 :	181 :	50 :	388
	: 33.05 :	41.67 :	45.12 :	60.13 :	62.50 :	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	: 233 :	7 :	45 :	120 :	30 :	435
	: 66.95 :	58.33 :	54.88 :	39.87 :	37.50 :	
-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50C BY Q1

Q50C	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	72	:	3	:	10	:
	:	20.69	:	25.00	:	12.20	:
	:		:		:	68	:
	:		:		:	11	:
	:		:		:	13.75	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	276	:	9	:	72	:
	:	79.31	:	75.00	:	87.80	:
	:		:		:	233	:
	:		:		:	69	:
	:		:		:	86.25	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	:	348	:	12	:	82	:
	:		:		:	301	:
	:		:		:	80	:
	:		:		:	823	:

TABLE OF Q50D BY Q1

Q50D	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	:ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR	:
	:	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	148	:	8	:	37	:
	:	42.53	:	66.67	:	45.12	:
	:		:		:	99	:
	:		:		:	28	:
	:		:		:	35.00	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	200	:	4	:	45	:
	:	57.47	:	33.33	:	54.88	:
	:		:		:	202	:
	:		:		:	52	:
	:		:		:	65.00	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	:	348	:	12	:	82	:
	:		:		:	301	:
	:		:		:	80	:
	:		:		:	823	:

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50E BY Q1

Q50E	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	:
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE
	:	:	:	:	:	:
SELECTED	:	60	:	2	:	9
	:	17.24	:	16.67	:	10.98
	:	:	:	:	:	13.29
	:	:	:	:	:	8.75
NOT SELECTED	:	288	:	10	:	73
	:	82.76	:	83.33	:	89.02
	:	:	:	:	:	86.71
	:	:	:	:	:	91.25
TOTAL	:	348	:	12	:	82
	:	:	:	:	:	301
	:	:	:	:	:	80
	:	:	:	:	:	823

TABLE OF Q50F BY Q1

Q50F	Q1 (COMPONENT)					
FREQUENCY	:	:	:	:	:	:
COL PCT	:	ARMY NAT:	ARMY	:NAVY	:AIR NAT	:AIR
	:	GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE
	:	:	:	:	:	:
SELECTED	:	56	:	1	:	18
	:	16.09	:	8.33	:	21.95
	:	:	:	:	:	12.96
	:	:	:	:	:	27.50
NOT SELECTED	:	292	:	11	:	64
	:	83.91	:	91.67	:	78.05
	:	:	:	:	:	87.04
	:	:	:	:	:	72.50
TOTAL	:	348	:	12	:	82
	:	:	:	:	:	301
	:	:	:	:	:	80
	:	:	:	:	:	823

RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

Q50G		Q1 (COMPONENT)						
FREQUENCY :		ARMY NAT:ARMY		NAVY		AIR NAT :AIR		
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:	TOTAL
SELECTED	:	65	5	9	75	12	:	166
	:	18.68	41.67	10.98	24.92	15.00	:	
NOT SELECTED	:	283	7	73	226	68	:	657
	:	81.32	58.33	89.02	75.08	85.00	:	
TOTAL	:	348	12	82	301	80	:	823

Q50H	Q1 (COMPONENT)						
FREQUENCY							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
-----+-----+-----+-----+-----+-----+							
SELECTED	: 99 :	: 1 :	: 15 :	: 94 :	: 14 :		223
	: 28.45 :	: 8.33 :	: 18.29 :	: 31.23 :	: 17.50 :		
-----+-----+-----+-----+-----+-----+							
NOT SELECTED	: 249 :	: 11 :	: 67 :	: 207 :	: 66 :		600
	: 71.55 :	: 91.67 :	: 81.71 :	: 68.77 :	: 82.50 :		
-----+-----+-----+-----+-----+-----+							
TOTAL	348	12	82	301	80		823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q50I BY Q1

Q50I	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	178	1	42	104	17	342
	:	51.15	8.33	51.22	34.55	21.25	
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	170	11	40	197	63	481
	:	48.85	91.67	48.78	65.45	78.75	
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		348	12	82	301	80	823

TABLE OF Q50J BY Q1

Q50J	Q1 (COMPONENT)						
FREQUENCY	:	:	:	:	:	:	
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	123	2	33	81	16	255
	:	35.34	16.67	40.24	26.91	20.00	
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	225	10	49	220	64	568
	:	64.66	83.33	59.76	73.09	80.00	
-----+	+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q51 BY Q1

Q51 (DESERT STORM/SHIELD RECRUITING)						Q1 (COMPONENT)
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
NA	: 9 :	4 :	2 :	15 :	6 :	36
	: 2.59 :	33.33 :	2.44 :	5.00 :	7.50 :	
NO	: 48 :	3 :	13 :	26 :	7 :	97
	: 13.79 :	25.00 :	15.85 :	8.67 :	8.75 :	
YES	: 291 :	5 :	67 :	259 :	67 :	689
	: 83.62 :	41.67 :	81.71 :	86.33 :	83.75 :	
TOTAL	348	12	82	300	80	822

FREQUENCY MISSING = 1

TABLE OF Q52A BY Q1

Q52A (RECRUITING DIFFICULTY/SHIELD)						Q1 (COMPONENT)
FREQUENCY						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
N/A	: 9 :	4 :	2 :	15 :	6 :	36
	: 2.93 :	40.00 :	2.86 :	5.45 :	8.33 :	
EASY	: 39 :	3 :	6 :	17 :	5 :	70
	: 12.70 :	30.00 :	8.57 :	6.18 :	6.94 :	
DIFFICULT	: 200 :	2 :	52 :	194 :	48 :	496
	: 65.15 :	20.00 :	74.29 :	70.55 :	66.67 :	
MOST DIFFICULT	: 59 :	1 :	10 :	49 :	13 :	132
	: 19.22 :	10.00 :	14.29 :	17.82 :	18.06 :	
TOTAL	307	10	70	275	72	734

FREQUENCY MISSING = 89

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q52B BY Q1

Q52B (RECRUITING DIFFICULTY/STORM)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
N/A	:	9	4	2	15	6	:
	:	2.91	40.00	2.86	5.49	8.45	:
EASY	:	52	3	7	30	6	:
	:	16.83	30.00	10.00	10.99	8.45	:
DIFFICULT	:	173	2	44	162	42	:
	:	55.99	20.00	62.86	59.34	59.15	:
MOST DIFFICULT	:	75	1	17	66	17	:
	:	24.27	10.00	24.29	24.18	23.94	:
TOTAL	:	309	10	70	273	71	:

FREQUENCY MISSING = 90

TABLE OF Q53A BY Q1

Q53A (RECRUITING/ DESERT SHIELD)		Q1 (COMPONENT)					
FREQUENCY:	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
SELECTED	:	190	3	47	166	45	:
	:	54.60	25.00	57.32	55.15	56.25	:
NOT	:	158	9	35	135	35	:
SELECTED	:	45.40	75.00	42.68	44.85	43.75	:
TOTAL	:	348	12	82	301	80	:

1991 DOD RECRUITER SURVEY
RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q53B BY Q1

Q53B (RECRUITING/ DESERT STORM)					Q1 (COMPONENT)	
FREQUENCY:						
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
-----+-----+-----+-----+-----+-----+-----						
SELECTED	: 201	: 4	: 55	: 196	: 45	: 501
	: 57.76	: 33.33	: 67.07	: 65.12	: 56.25	:
-----+-----+-----+-----+-----+-----+-----						
NOT	: 147	: 8	: 27	: 105	: 35	: 322
SELECTED	: 42.24	: 66.67	: 32.93	: 34.88	: 43.75	:
-----+-----+-----+-----+-----+-----+-----						
TOTAL	348	12	82	301	80	823

TABLE OF Q53C BY Q1

Q53C (RECRUITING/ MID-SUMMER)					Q1 (COMPONENT)			
FREQUENCY:								
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:		
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:		TOTAL
-----+-----+-----+-----+-----+-----+-----								
SELECTED	: 128	: 2	: 23	: 102	: 22	:		277
	: 36.78	: 16.67	: 28.05	: 33.89	: 27.50	:		
-----+-----+-----+-----+-----+-----+-----								
NOT	: 220	: 10	: 59	: 199	: 58	:		546
SELECTED	: 63.22	: 83.33	: 71.95	: 66.11	: 72.50	:		
-----+-----+-----+-----+-----+-----+-----								
TOTAL	348	12	82	301	80			823

TABLE OF Q53D BY Q1

Q53D (RECRUITING/ PRESENT)						Q1 (COMPONENT)	
FREQUENCY:							
COL PCT	: ARMY NAT	: ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
-----+-----+-----+-----+-----+-----+-----							
SELECTED	: 69	: 1	: 5	: 23	: 8	:	106
	: 19.83	: 8.33	: 6.10	: 7.64	: 10.00	:	
-----+-----+-----+-----+-----+-----+-----							
NOT	: 279	: 11	: 77	: 278	: 72	:	717
SELECTED	: 80.17	: 91.67	: 93.90	: 92.36	: 90.00	:	
-----+-----+-----+-----+-----+-----+-----							
TOTAL	348	12	82	301	80		8230

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q54A BY Q1

Q54A (APPLICANTS GAINED/SHIELD)	Q1 (COMPONENT)						
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	TOTAL
NONE	: 107	: 3	: 22	: 95	: 10	:	237
	: 36.39	: 50.00	: 32.84	: 36.82	: 15.63	:	
1 TO 2	: 93	: 1	: 29	: 92	: 28	:	243
	: 31.63	: 16.67	: 43.28	: 35.66	: 43.75	:	
3 TO 5	: 71	: 0	: 14	: 51	: 14	:	150
	: 24.15	: 0.00	: 20.90	: 19.77	: 21.88	:	
6 TO 10	: 13	: 2	: 1	: 15	: 6	:	37
	: 4.42	: 33.33	: 1.49	: 5.81	: 9.38	:	
> 10	: 10	: 0	: 1	: 5	: 6	:	22
	: 3.40	: 0.00	: 1.49	: 1.94	: 9.38	:	
TOTAL	294	6	67	258	64		689

FREQUENCY MISSING = 134

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q54B BY Q1

Q54B (APPLICANTS GAINED/STORM)				Q1 (COMPONENT)			
FREQUENCY:							
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:	TOTAL
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	:	
NONE	: 99	: 1	: 21	: 76	: 14	:	211
	: 32.78	: 16.67	: 30.88	: 29.23	: 22.22	:	
1 TO 2	: 86	: 2	: 26	: 95	: 18	:	227
	: 28.48	: 33.33	: 38.24	: 36.54	: 28.57	:	
3 TO 5	: 72	: 2	: 17	: 50	: 14	:	155
	: 23.84	: 33.33	: 25.00	: 19.23	: 22.22	:	
6 TO 10	: 32	: 1	: 3	: 21	: 12	:	69
	: 10.60	: 16.67	: 4.41	: 8.08	: 19.05	:	
> 10	: 13	: 0	: 1	: 18	: 5	:	37
	: 4.30	: 0.00	: 1.47	: 6.92	: 7.94	:	
TOTAL	302	6	69	260	63		699

FREQUENCY MISSING = 124

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q55A BY Q1

Q55A (APPLICANTS LOST/SHIELD)				Q1 (COMPONENT)		
FREQUENCY:						
COL FCT	ARMY NAT:	ARMY	NAVY	AIR NAT	AIR	
	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
NONE	16	1	2	5	3	27
	5.37	16.67	2.99	1.92	4.55	
1 TO 2	45	2	8	55	10	120
	15.10	33.33	11.94	21.07	15.15	
3 TO 5	96	2	30	79	13	220
	32.21	33.33	44.78	30.27	19.70	
6 TO 10	83	1	16	67	17	184
	27.85	16.67	23.88	25.67	25.76	
> 10	58	0	11	55	23	147
	19.46	0.00	16.42	21.07	34.85	
TOTAL	298	6	67	261	66	698

FREQUENCY MISSING = 125

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q55B BY Q1

Q55B (APPLICANTS LOST/STORM)				Q1 (COMPONENT)		
FREQUENCY:						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
NONE	: 30 :	2 :	2 :	16 :	4 :	54
	: 10.07 :	33.33 :	2.94 :	6.27 :	6.15 :	
1 TO 2	: 34 :	1 :	5 :	44 :	9 :	93
	: 11.41 :	16.67 :	7.35 :	17.25 :	13.85 :	
3 TO 5	: 94 :	1 :	24 :	73 :	13 :	205
	: 31.54 :	16.67 :	35.29 :	28.63 :	20.00 :	
6 TO 10	: 83 :	2 :	20 :	59 :	14 :	178
	: 27.85 :	33.33 :	29.41 :	23.14 :	21.54 :	
> 10	: 57 :	0 :	17 :	63 :	25 :	162
	: 19.13 :	0.00 :	25.00 :	24.71 :	38.46 :	
TOTAL	298	6	68	255	65	692

FREQUENCY MISSING = 131

TABLE OF Q56A BY Q1

Q56A (REASONS LOST/ SCHOOLS)			Q1 (COMPONENT)			
FREQUENCY :						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	:
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	: TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	
SELECTED	: 51 :	1 :	1 :	31 :	2 :	86
	: 14.66 :	8.33 :	1.22 :	10.30 :	2.50 :	
-----+	-----+	-----+	-----+	-----+	-----+	
NOT SELECTED	: 297 :	. 11 :	81 :	270 :	78 :	737
	: 85.34 :	91.67 :	98.78 :	89.70 :	97.50 :	
-----+	-----+	-----+	-----+	-----+	-----+	
TOTAL	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPFRIENCE

TABLE OF Q56B BY Q1

Q56B (REASONS LOST/ COMMUNITY)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+							
SELECTED	:	11	0	1	3	1	16
	:	3.16	0.00	1.22	1.00	1.25	
-----+							
NOT SELECTED	:	337	12	81	298	79	807
	:	96.84	100.00	98.78	99.00	98.75	
-----+							
TOTAL		348	12	82	301	80	823

TABLE OF Q56C BY Q1

Q56C (REASONS LOST/ FAMILY)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+							
SELECTED	:	208	2	39	165	32	446
	:	59.77	16.67	47.56	54.82	40.00	
-----+							
NOT SELECTED	:	140	10	43	136	48	377
	:	40.23	83.33	52.44	45.18	60.00	
-----+							
TOTAL		348	12	82	301	80	823

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q56D BY Q1

Q56D (REASONS LOST/ FEAR COMBAT)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	168	6	48	141	38	401
	:	48.28	50.00	58.54	46.84	47.50	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	180	6	34	160	42	422
	:	51.72	50.00	41.46	53.16	52.50	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	:	348	12	82	301	80	823

TABLE OF Q56E BY Q1

Q56E (REASONS LOST/ WAIT AND SEE)		Q1 (COMPONENT)					
FREQUENCY	:						
COL PCT	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	TOTAL
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
SELECTED	:	234	5	47	221	54	561
	:	67.24	41.67	57.32	73.42	67.50	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
NOT SELECTED	:	114	7	35	80	26	262
	:	32.76	58.33	42.68	26.58	32.50	:
-----+	-----+	-----+	-----+	-----+	-----+	-----+	-----+
TOTAL	:	348	12	82	301	80	823

1991 DOD RECRUITER SURVEY
RESERVE COMPONENT PRODUCTION RECRUITERS
WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q56F BY Q1

Q56F (REASONS LOST/ OTHER)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
-----	+	-----	-----	-----	-----	-----	+
SELECTED	:	29	0	6	16	9	:
	:	8.33	0.00	7.32	5.32	11.25	:
-----	+	-----	-----	-----	-----	-----	+
NOT SELECTED	:	319	12	76	285	71	:
	:	91.67	100.00	92.68	94.68	88.75	:
-----	+	-----	-----	-----	-----	-----	+
TOTAL	:	348	12	82	301	80	:
	:						:

TABLE OF Q57 BY Q1

Q57 (DESERT SHIELD RECRUITING TO TODAY)		Q1 (COMPONENT)					
FREQUENCY	:	ARMY NAT	ARMY	NAVY	AIR NAT	AIR	:
COL PCT	:	GUARD	RESERVE	RESERVE	GUARD	RESERVE	:
-----	+	-----	-----	-----	-----	-----	+
N/A	:	5	1	1	2	3	:
	:	1.64	16.67	1.45	0.76	4.48	:
-----	+	-----	-----	-----	-----	-----	+
EASIER	:	123	3	27	88	24	:
	:	40.46	50.00	39.13	33.46	55.82	:
-----	+	-----	-----	-----	-----	-----	+
NEITHER	:	124	1	29	136	25	:
	:	40.79	16.67	42.03	51.71	37.31	:
-----	+	-----	-----	-----	-----	-----	+
MORE DIFFICULT	:	52	1	12	37	15	:
	:	17.10	16.67	17.39	14.07	22.39	:
-----	+	-----	-----	-----	-----	-----	+
TOTAL	:	304	6	69	263	67	:
	:						:

FREQUENCY MISSING = 114

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q58 BY Q1

Q58 (IMPACT OF DRAWDOWN/YOUTH)						Q1 (COMPONENT)
FREQUENCY :						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
POSITIVE	27	2	7	29	6	71
	7.78	16.67	8.75	9.70	7.69	
NO IMPACT	179	3	45	169	35	431
	51.59	25.00	56.25	56.52	44.87	
NEGATIVE	141	7	28	101	37	314
	40.63	58.33	35.00	33.78	47.44	
TOTAL	347	12	80	299	78	816

FREQUENCY MISSING = 7

TABLE OF Q59 BY Q1

Q59 (IMPACT OF DRAWDOWN/RECRUITER)						Q1 (COMPONENT)
FREQUENCY :						
COL PCT	: ARMY NAT:	ARMY	: NAVY	: AIR NAT	: AIR	
	: GUARD	: RESERVE	: RESERVE	: GUARD	: RESERVE	TOTAL
POSITIVE	38	2	7	85	11	143
	10.95	16.67	8.54	28.72	13.92	
NO IMPACT	99	1	23	126	24	273
	28.53	8.33	28.05	42.57	30.38	
NEGATIVE	210	9	52	85	44	400
	60.52	75.00	63.41	28.72	55.70	
TOTAL	347	12	82	296	79	816

FREQUENCY MISSING = 7

1991 DOD RECRUITER SURVEY

RESERVE COMPONENT PRODUCTION RECRUITERS WITH AT LEAST ONE YEAR OF RECRUITING EXPERIENCE

TABLE OF Q60 BY Q1

Q60 (CAREER RECRUITER)		Q1 (COMPONENT)					
FREQUENCY :							
COL PCT	:ARMY NAT:ARMY	:NAVY	:AIR NAT	:AIR	:		
	:GUARD	:RESERVE	:RESERVE	:GUARD	:RESERVE	:	TOTAL
-----+		-----+		-----+		-----+	
YES	: 233 :	1 :	60	: 228 :	72 :		594
	: 67.15 :	8.33 :	73.17	: 76.00 :	90.00 :		
-----+		-----+		-----+		-----+	
NO	: 43 :	10 :	2	: 27 :	3 :		85
	: 12.39 :	83.33 :	2.44	: 9.00 :	3.75 :		
-----+		-----+		-----+		-----+	
UNDECIDED	: 71 :	1 :	20	: 45 :	5 :		142
	: 20.46 :	8.33 :	24.39	: 15.00 :	6.25 :		
-----+		-----+		-----+		-----+	
TOTAL	347	12	82	300	80		821

FREQUENCY MISSING = 2